UNITED
NATIONS

EP

UNEP/EA.1/7*

Distr.: General
12 April 2014

Original: English

**United Nations
Environment Assembly of the
United Nations Environment
Programme**

**United Nations Environment Assembly of the
United Nations Environment Programme
First session**
Nairobi, 23–27 June 2014
Item 7 of the provisional agenda**

Budget and programme of work for the biennium 2016–2017 and the Environment Fund and other budgetary matters

Proposed biennial programme of work and budget for 2016–2017

Report of the Executive Director

Summary

The present report sets out the proposed programme of work and budget for the biennium 2016–2017, reflecting the results of the consultations with the Committee of Permanent Representatives to the United Nations Environment Programme (UNEP). Without prejudice to further work by the Committee of Permanent Representatives on this matter, the proposed programme of work and budget is being submitted to the United Nations Environment Assembly for its consideration.

The report contains an updated version of the programme of work for the biennium 2016-2017. The document builds on the guidance provided by the Committee of Permanent Representatives on the results framework in the medium-term strategy 2014–2017 and the strategic framework 2016–2017. The strategic framework was developed in close consultation with the Committee of Permanent Representatives and submitted in December 2013 to the United Nations Secretariat for onward submission to the United Nations Committee for Programme and Coordination. The programme of work takes into account comments received from the United Nations Secretariat prior to the submission of the strategic framework to the Committee for Programme and Coordination. Revisions to the strategic framework have been subsumed in this updated version of the programme of work.

The programme of work contains units of measure for each indicator, estimates of baselines and targets, a theory of change and outputs that show what the organization must deliver to achieve the expected accomplishments and fulfil the organization's objectives. Overall budget targets are also included in the document. The programme of work reflects changes made following consultations with the Committee of Permanent Representatives, including comments and advice provided at its meeting

* Reissued for technical reasons on 18 June 2014.
** UNEP/EA.1/1.

K1401331 180614

on 20 March 2014.

The programme of work for the biennium 2016–2017 is designed to ensure coherence and continuity with the programme of work for the first half of the medium-term strategy period, 2014-2017. Much of the UNEP project portfolio spans the duration of that period, given that results in many of its fields of work are only visible well after the end of the two-year planning period to which UNEP must adhere under United Nations Secretariat planning requirements. Thus, continuity between the first and second halves of the medium-term strategy period 2014–2017 has been assured by subsuming many of the elements of the programme of work in this new draft programme, taking into account lessons learned from reviews and evaluations. The schedule for the approval process means, however, that lessons are only available from the implementation of the medium-term strategy 2010-2013 and its programmes of work and not from the 2014–2015 programme of work, implementation of which has only just started, when the 2016–2017 programme of work document is being submitted to member States.

Thus, while the programme of work for the biennium 2016–2017 has been developed primarily by making incremental changes to the programme for the biennium 2014–2015, it still pursues the reforms necessary to equip the secretariat for the new challenges that it faces after the 2012 United Nations Conference on Sustainable Development. In particular, these reforms relate to ensuring stable capacity within the UNEP regional offices, strengthening inter-agency cooperation and coordination capacity and consolidating headquarter functions in Nairobi.

The 2016–2017 programme of work builds on a strengthened regional presence of UNEP, the first phase of which has been established in the 2014–2015 biennium. In line with the outcome document of the United Nations Conference on Sustainable Development, "The future we want", in the 2014–2015 biennium the regional offices will aim to ensure coherent UNEP responses to the needs of member States at country and regional levels, based on the programme of work and within the context of United Nations system-wide efforts. Thus, the 2016–2017 programme of work starts on a solid foundation from which it is hoped to give further impetus to both the strengthening of the regional offices and the consolidation of headquarter functions in Nairobi.

The 2016–2017 programme of work pays increasing attention to the manner in which UNEP support contributes to changes of high priority to member States and of global relevance, while noting that some of these changes are the responsibility of both UNEP and a number of other entities, in particular those in the field. The programme of work provides additional indicators designed to measure these changes.

Several programmes will have been launched in the preceding biennium 2014–2015, including the UNEP web-based platform UNEP Live, under the new subprogramme "Environment under review"; the 10-year framework of programmes on sustainable consumption and production adopted at the United Nations Conference on Sustainable Development; the Climate Technology Centre and Network; the Partnership for Action on Green Economy; and the Green Climate Fund readiness support programme. These will proceed to the next level of implementation in the 2016–2017 biennium and the scaling up of such initiatives will be the main focus of work in that biennium.

UNEP will also aim to strengthen its support for multilateral environmental agreement secretariats, especially those for which it provides secretariat services, including through strengthening the relationship with the agreements in terms of both administrative support and programmatic collaboration to enhance synergies. Green economy benefits, for example, might derive from the creation of a market for green chemicals, taking into consideration objectives of the Montreal Protocol and the chemicals conventions. Intergovernmental processes such as the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services and the Minamata Convention on Mercury will also receive increased support as they move into full implementation. In addition, UNEP will aim to strengthen its support to the secretariats of the multilateral environmental agreements, in particular those for which it provides the secretariat, and to the Strategic Approach to International Chemicals Management, focusing on strengthened administrative and programmatic collaboration.

The envisaged budget for this programme of work, to meet the challenges arising and to attain the targeted results, is $687 million, including a programmed allocation from the regular budget of the United Nations of $49.7 million. This figure includes the Global Environment Facility but excludes the resources of the multilateral environmental agreements. Of that total of $687 million, the Environment Fund is budgeted at $285 million. With the increase in its allocation from the regular budget, this level of budget will enable UNEP to keep the environment under review, fulfil the enhanced coordination mandate of both UNEP and the United Nations Environment Assembly, and meet part of the demand for support from member States by implementing the Bali Strategic Plan for Technology Support and Capacity-building. This will be carried out in partnership with other

institutions present on the ground, in particular within the United Nations system. As such, the budget is commensurate with the organization's aspiration to ensure a better response to requests from member States for support, with a larger proportion of the budget dedicated to activities than in the 2014–2015 biennium. Not included in this budget are resources that flow directly to the budgets of external partners for activities directly related to the UNEP programme of work, although many of those activities, including those of the multilateral environmental agreement secretariats, are relevant to, and offer possible synergies with, the expected accomplishments mandated by the United Nations Environment Assembly and attributable to the catalytic effect of UNEP work.

Contents

Introduction 5
Overall orientation 5
Lessons learned 9
Resource projections 11
A. Policymaking organs 19
B. Executive direction and management 20
C. Programme of work 25
Subprogramme 1.Climate change 26
Subprogramme 2. Disasters and conflicts 36
Subprogramme 3. Ecosystem management 42
Subprogramme 4. Environmental governance 51
Subprogramme 5. Chemicals and waste 62
Subprogramme 6. Resource efficiency and sustainable consumption and production 71
Subprogramme 7. Environment under review 79
D. Programme support 88

Introduction

1. The Executive Director of UNEP hereby submits the proposed programme of work for the biennium 2016–2017 for approval by the United Nations Environment Assembly of UNEP. The programme of work is guided by the medium-term strategy for the period 2014–2017, as approved by the governing body of UNEP in February 2013. It builds on the draft strategic framework for the biennium 2016–2017, which has been submitted to the United Nations Secretariat, on the outcome of the United Nations Conference on Sustainable Development, held in June 2012, and on subsequent General Assembly resolutions. It represents a continuation of the activities carried out under the programme of work for the biennium 2014–2015, providing the coherence and continuity necessary to achieve the results in the medium-term strategy.

2. Given that the programme of work for the biennium 2016–2017 is being submitted for approval by the United Nations Environment Assembly at its current session in June 2014, few of the lessons drawn from the implementation of the programme of work for the biennium 2014–2015 could be taken on board in its preparation. Instead, the lessons informing the design of the programme of work for 2016–2017 have primarily been drawn from evaluations relating to the medium-term strategy for the period 2010–2013, and also from the programme performance report for the biennium 2012-2013. These lessons are summarized in paragraphs 18 to 27 below.

Overall orientation

3. The United Nations Environment Programme (UNEP) is the subsidiary organ of the General Assembly responsible for leading and coordinating action on environmental matters. The mandate for UNEP derives from General Assembly resolution 2997 (XXVII). The Governing Council of UNEP further clarified the mandate of UNEP in its decision 19/1, setting out the Nairobi Declaration on the Role and Mandate of the United Nations Environment Programme, which was subsequently endorsed by the General Assembly in the annex to its resolution S/19-2 in 1987, and further reaffirmed by resolutions 53/242 in 1999 and 66/288 and 67/213 in 2012.

4. The objective pursued by UNEP over the period 2014–2017 is to catalyse a transition towards low-carbon, low-emission, resource-efficient and equitable development based on the protection and sustainable use of ecosystem services, coherent and improved environmental governance and the reduction of environmental risks. The ultimate goal is to contribute to the well-being of current and future generations and the attainment of global environmental goals. The organization's strategy for achieving this objective is contingent on its ability to catalyse change among member States in their efforts to achieve progress on environmental issues. In support of this goal, UNEP will continue its leadership role in the United Nations system and with other partners on environmental matters, in accordance with General Assembly resolution 67/213. This will entail promoting coherence in the United Nations system on environmental matters to ensure a coordinated approach across the United Nations system that reduces fragmentation and increases efficiency and effectiveness. UNEP will accordingly strengthen its leadership role in key United Nations coordination bodies and will lead efforts to formulate United Nations system-wide strategies on the environment so as to maximize the potential for environmentally sound development.

5. UNEP will strengthen its use of strategic partnerships with member States, other stakeholders and entities within the United Nations system to catalyse transformational change and leverage impact significantly larger than any which UNEP could achieve operating on its own. A primary vehicle for unlocking the additional value of the United Nations system is investment in partnerships within the United Nations system. Strengthening partnerships must also include major groups: these are key contributors to the implementation of environmental commitments. Relevant stakeholders will be engaged in new mechanisms that promote transparency based on best practices and models from relevant multilateral institutions. UNEP will ensure that all major groups whose actions affect, or are affected by, a particular environmental issue are engaged through their relevant global, regional or national networks.

6. UNEP will scale up the use of norms, methods and tools, harnessing in that process the potential of both the United Nations and major groups. It will also redefine its relations with the UNEP national committees[1] to make best use of them in reaching out at the national level and ensuring that UNEP services and products are accessible and used by others.

7. At the heart of the UNEP strategy are objectives of greater efficiency, transparency and the use of performance information for improved management decision-making. UNEP will take into account recommendations for the effectiveness, efficiency and coherence of the United Nations and its impact on development in developing countries, in line with General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system. UNEP will pay particular attention to ways in which it can leverage further impact through development cooperation and the country-level modalities of the United Nations system. Capacity-building and the facilitation of technology development and sharing in countries underpin the delivery of all UNEP support to countries, in line with the Bali Strategic Plan for Technology Support and Capacity-building. The integration of gender is also a core element of the programme, which aims to ensure that environmental aspects of sustainable development take into account economic and social considerations. In implementing Governing Council decision 23/11 on gender equality in the field of the environment, UNEP continues to ensure the integration of gender perspectives into policy documents and in project design and implementation.

8. The support provided by UNEP to countries in their endeavour to achieve a green economy in the context of sustainable development and poverty eradication is one of the important ways in which it pursues sustainable development. UNEP will strengthen its cooperation with the International Labour Organization, in conformity with paragraph 62 of the outcome document of the United Nations Conference on Sustainable Development, "The future we want". Work will also be undertaken to contribute to the efforts of the United Nations system to develop broader measures of progress, complementing gross domestic product (GDP) measurements, that take into consideration environmental sustainability and thus ensure that policy decisions are better informed.

9. UNEP will deliver its work within the context of seven priority areas for the biennium 2016–2017:[2]

(a) Climate change;

(b) Disasters and conflicts;

(c) Ecosystem management;

(d) Environmental governance;

(e) Chemicals and waste;

(f) Resource efficiency and sustainable consumption and production;

(g) Environment under review.

10. *Climate change*. Within the framework of the United Nations approach to climate change, UNEP will work with member States and other partners – including the private sector – to: (a) build the resilience of countries to climate change through ecosystem-based and other supporting adaptation approaches; (b) promote the transfer and use of energy efficiency and renewable energy technologies for low emission development; and (c) support planning and implementation of initiatives to reduce emissions from deforestation and forest degradation. The implementation of national and subnational energy policies, support for low emission development, cleaner energy technologies, public mass transportation systems, clean fuels and vehicles, adaptation to climate change and forests are key areas needing attention. UNEP will achieve this by conducting scientific assessments; providing policy, planning and legislative advice; integrating gender-related considerations and the use of gender-sensitive indicators into project planning and capacity-building processes; facilitating access to finance; undertaking pilot interventions and promoting the integration of these approaches through national development; fostering climate

[1] In all, 36 UNEP national committees have been set up, pursuant to Governing Council decision 13/33 of 1985, which authorized the establishment of national environmental committees to support the work of UNEP.

[2] In its decision 26/9, the Governing Council requested UNEP to prepare for adoption in 2013 a medium-term strategy for the period 2014–2017 to guide the organization's work with Governments, partners and other stakeholders.

change outreach and awareness-raising; knowledge-sharing through climate change networks; and supporting the United Nations Framework Convention on Climate Change process and the implementation of commitments under the Framework Convention on Climate Change, the Convention on Biological Diversity and the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa.

11. *Disasters and conflicts.* As a part of United Nations system-wide strategies for natural and human-caused disaster risk reduction and preparedness, crisis response and recovery, UNEP will build national capacity to use sustainable natural resource and environmental management to: (a) reduce the risk of natural and human-caused disasters and bring in the environmental dimension in support of the conflict-prevention mandates exercised by other United Nations entities; and (b) support sustainable recovery from natural and human-caused disasters. The subprogramme will integrate a gender perspective in the design and implementation of all phases of risk management. UNEP will provide environmental risk and impact assessments, policy guidance, institutional support, training and services to countries to enhance cooperation on environmental issues, and pilot new approaches to natural resource management. In doing so, UNEP will seek to catalyse action and scaling up by partners working with countries on risk reduction, relief and recovery, including United Nations humanitarian operations, pursuant to Governing Council decision 26/15.

12. *Ecosystem management.* With a view to mainstreaming the ecosystem approach in policymaking and implementation processes, facilitating the reversal of ecosystem degradation and addressing the challenge of food security and water quality, UNEP seeks to promote the proper management of biodiversity, in particular at the ecosystem level. UNEP will catalyse the maintenance of natural capital and the protection and sustainable use of ecosystems, with the aim of promoting integrated and cross-sectoral approaches so as to boost the resilience and productivity of interdependent landscapes and their associated ecosystems and species. To that end, UNEP will: (a) promote integrated land and water management approaches that help strengthen and restore the resilience and productivity of terrestrial and aquatic systems, thereby maintaining natural ecological processes that support food production systems and maintain water quantity and quality; (b) promote the management of coasts and marine systems to ensure that ecosystem services are restored or maintained; and (c) help strengthen the enabling environment for ecosystems, including transboundary ecosystems, at the request of all concerned countries. The aim is to enable countries to sustain ecosystem services for human well-being and biodiversity for present and future generations, taking into account the need to integrate gender perspectives, to recognize and respect the traditional knowledge, innovations and practices of indigenous and local communities; and to foster equitable social development and inclusion. This will be carried out in consultation with the secretariats of the biodiversity-related multilateral environmental agreements and will include support to countries in creating an enabling environment for the implementation of ecosystem and biodiversity-related agreements, paying particular attention to the Aichi Biodiversity Targets and the Strategic Plan for Biodiversity 2011–2020 under the Convention on Biological Diversity.[3] UNEP will also encourage countries to integrate biodiversity values into national development planning and poverty reduction strategies and planning processes.

13. *Environmental governance.* UNEP will improve coherence and synergy in environmental governance, in collaboration with other United Nations agencies, by: (a) providing support to the United Nations system and entities of multilateral environmental agreements, taking advantage of United Nations coordination mechanisms to increase the coordination of actions on environmental policies and programmes within the United Nations system and multilateral environmental agreements; (b) helping countries, upon their request, to strengthen their environmental institutions and laws and implement their national environmental policies, ensuring the integration of gender perspectives; and (c) helping to increase the integration of environmental sustainability in national and regional policies and plans, based on demand from countries, and taking into account gender perspectives. A key area of its work in this priority area is providing support to countries in developing and reporting on the environmental aspects of the sustainable development goals. UNEP will strengthen the science-policy interface in carrying out this work. UNEP will also work towards facilitating, where appropriate, the increased participation of stakeholders in environmental decision-making processes and ensuring access to justice along the lines of principle 10 of the Rio Declaration on Environment and Development.

14. *Chemicals and waste.* As a part of system-wide efforts by the United Nations and in close collaboration with the entities involved in the Strategic Approach to International Chemicals Management, the Minamata Convention on Mercury and the secretariats of the other chemicals

[3] Noted with appreciation by the General Assembly in its resolution 65/161.

and waste-related multilateral environmental agreements, UNEP will work to lessen the environmental and human health impacts of chemicals and waste. It will also step up its efforts to support countries in building their capacities for the sound management of chemicals and waste, including e-waste, in order to help them achieve, by 2020, sound management of chemicals throughout their life cycle. UNEP will aim to achieve this by helping countries to improve the regulatory and institutional framework for the sound management of chemicals. This will include servicing and strengthening the Strategic Approach to International Chemicals Management process, adopted in Dubai in 2006, and supporting the evolution and implementation of the Strategic Approach and the multilateral environmental agreements on chemicals and waste. Work under the subprogramme will aim to achieve the entry into force and implementation of the Minamata Convention on Mercury. It will also continue efforts to enhance cooperation and coordination in the cluster of chemicals and waste-related multilateral environmental agreements at the national level. UNEP will also keep under review the trends in the production, use and release of chemicals and waste to identify issues of concern and catalyse sound management actions, including through multi-stakeholder partnerships.

15. *Resource efficiency and sustainable consumption and production.* UNEP will promote government policy reform, changes in private sector management practices, and increased consumer awareness (taking into consideration gender differences) as a means of reducing the impact of economic growth on resource depletion and environmental degradation. Following the adoption by the United Nations Conference on Sustainable Development of the 10-year framework of programmes on sustainable consumption and production patterns, UNEP, which has been designated as the secretariat of the 10-year framework, will prioritize support for this work. It will also work to improve understanding of the opportunities and challenges, and also the costs and benefits, of green economy policies in the context of sustainable development and poverty eradication. It will provide support to countries willing to engage in such a transition in designing the appropriate policy mix and sharing experiences, best practices and knowledge. UNEP will work with its network of partners to: (a) strengthen the scientific basis for decision-making, and support governments, cities and other local authorities in designing and implementing tools and policies to increase resource efficiency, including sustainable consumption and production and green economy practices, in the context of sustainable development and poverty eradication; (b) promote the application of life-cycle and environmental management approaches, to improve resource efficiency in sectoral policymaking and in business and financial operations along global value chains, using public-private partnerships as a key delivery mechanism; and (c) promote the adoption of consumption-related policies and tools by public institutions and private organizations, and increase consumer awareness of more sustainable lifestyles. UNEP will provide guidance and support to interested stakeholders, including businesses, industries and other major groups, in their efforts to develop strategies that support national and sectoral policies in the context of sustainable development and poverty eradication.

16. *Environment under review.* Keeping the global environmental situation under review in a systematic and coordinated way and providing early warning on emerging issues for informed decision-making by policymakers and the general public constitute one of the core mandates of UNEP. To this end, UNEP aims to enhance the integrated assessment, interpretation and coherence of environmental, economic and social information with a view to assessing the state of the environment, identifying emerging issues and contributing data with a view to tracking progress towards environmental sustainability, including targets such as the Aichi Biodiversity Targets, and to facilitating global policymaking. The global environmental goals used in the preparation of the fifth report in the Global Environment Outlook series will continue to serve as a basis for assessing the state of the environment, and guidance will be taken from the Global Gender and Environment Outlook in providing the relevant gender data and indicators. UNEP will support capacity-building efforts in developing countries that commit themselves to environmental monitoring and to posting environmental data and information on public platforms, in line with principle 10 of the Rio Declaration, Agenda 21 and the Johannesburg Plan of Implementation. UNEP aims to boost the participation of stakeholders in environmental decision-making processes, including the generation, analysis, packaging, availability and dissemination of integrative environmental information. UNEP will increase efforts to make its official documents available in all official United Nations languages.

17. The UNEP regional offices, liaison offices and country offices will play a prominent role in coordinating UNEP delivery of the programme of work at regional, subregional and country levels, using partnerships to achieve impact and to scale up efforts. While each of the UNEP subprogrammes is presented separately, the organization's objectives will be met by ensuring that the synergies between the subprogrammes are harnessed in a way that leverages the best possible impact. For

instance, the principles and approaches underpinning such subprogrammes as ecosystem management and climate change will inform the work conducted under disasters and conflicts, thereby ensuring that relevant tools and approaches developed within those subprogrammes will be applied in countries that are vulnerable to or affected by disasters and conflicts. Similarly, UNEP will seek synergies between its work on marine systems under ecosystem management and its work on land-based sources of pollution, carried out under the chemicals and waste subprogramme. Work carried out under the resource efficiency and sustainable consumption and production subprogramme will contribute to the energy efficiency work carried out under climate change, to ecosystems management by reducing the use of natural resources, and to chemicals and waste through responsible production and waste minimization. There will also be close collaboration in its work on alternatives to certain ozone-depleting substances and energy efficiency, thus requiring a coordinated approach to such efforts under the chemicals and waste and climate change subprogrammes. Similarly, work under environmental governance will complement the work under all other subprogrammes.

Lessons learned

18. Several lessons from the monitoring, evaluations, inspections and audits of the implementation by UNEP of its programme have informed the design of the now-approved medium-term strategy for the period 2014–2017 and the programme of work for the biennium 2014–2015. As noted above, however, the new schedule of the United Nations Environment Assembly means that the UNEP programme of work for the biennium 2016–2017 can only draw on those lessons that informed the medium-term strategy for the period 2014–2017 and the programme of work for the biennium 2014-2015 that are still relevant. No lessons can be gleaned from the implementation of the programme of work 2014–2015, as the Assembly will meet only a few months into the biennium.

19. The most important lesson that informed the medium-term strategy for the period 2014–2017 and the programme of work for the biennium 2014–2015 was that UNEP, as the environment programme of the United Nations, and the United Nations Environment Assembly as its governing body, must take full leadership on environmental matters, becoming not only the voice but the authority for the environment in the United Nations system, as mandated by the General Assembly. This role will continue to receive emphasis in the biennium 2016–2017. UNEP is already strengthening its role in such existing United Nations coordination mechanisms as the Environment Management Group, the United Nations Development Group, the United Nations country teams and regional coordination mechanisms, and the High-level Committee on Programmes and the High-level Committee on Management of the United Nations Chief Executives Board for Coordination. For the biennium 2016–2017, there will therefore be continued emphasis in each subprogramme on the role of UNEP in the United Nations system. The programme of work focuses both on improving coordination in the United Nations system and on scaling up and harmonizing the use of norms, tools and methods for their use on a scale broader than any which UNEP could achieve working on its own through pilot demonstrations. This work is complemented by expected accomplishments and indicators in the section on executive direction and management, designed to enable UNEP to measure its progress in achieving an increasingly strategic role within the United Nations.

20. Another key lesson learned is the need to ensure that, while the organization's expected accomplishments and outputs must be driven primarily by the demand for services by partners and countries, there must also be a clear causal relationship between the expected accomplishments (the results of UNEP work) and those outputs (its products and services). Accordingly, design of the outputs planned to support each expected accomplishment has been underpinned by a description of each subprogramme that employs theory of change methodology. This theory of change description provides an analysis of what is required from UNEP for the expected accomplishments. Compared with those contained in the programme of work for 2010–2011, the current expected accomplishments are pitched at a level more closely aligned to the work of UNEP. Another lesson drawn from the evaluation of the medium-term strategy for 2010–2013 and the programmes of work for both the bienniums of that period was the need to ensure that the indicators of achievement measured the expected accomplishments and not some broader result not exclusively attributable to UNEP. Indicators that measure results broader than those which would have been attained by UNEP alone are highlighted in the theory of change description provided for each subprogramme.

21. The programme performance review of UNEP work for the biennium 2012–2013 elicited the following lessons of relevance to the organization's strategic planning:

(a) Strategies employing partnerships for scaling up purposes, in particular within the United Nations system, must, as far as possible, be in place in the early planning stages;

(b) Project and programme design that includes appropriate indicators and benchmarks is key to the institution's capacity to account for its results. Further efforts are required in this area;

(c) There is a need to measure the progress that UNEP leverages through all its partnerships. Agreements need to be sought with partners to ensure that the results attributable to the multiplier effect of partnership with UNEP, including within the United Nations system, can be tracked and more accurately measured;

(d) In certain areas of work change must be monitored over a term longer than a single biennium or even the four years of the medium-term strategy. UNEP must identify parameters for many key areas of engagement, aligned with the strategic orientations provided by member States. At the same time, monitoring instruments need to be flexible enough to permit adaptive management and swift decision-making, thus ensuring improved delivery;

(e) The shift to results-based management is as much a transformation of the institution's internal culture as it is a management issue. UNEP must step up the training of its staff in this area, in collaboration with other United Nations institutions;

(f) Efforts by UNEP to widen and secure the resource base for the achievement of the programme of work, both by UNEP directly and by its partners, need to be sustained. Securing contributions to the Environment Fund or funding that is only softly earmarked is indispensable if UNEP is to maintain its ability to deliver in accordance with the priorities agreed upon by its member States.

22. UNEP is developing more sophisticated approaches to the analysis of progress in its different subprogrammes, in particular for use in its strategic planning. Use of these approaches will make it easier to capture the results of UNEP work at different levels:

(a) Within a country: for instance, in future it will be possible to assess progress made by countries with UNEP support in the adoption of sound chemicals management and to see what levels they have reached in a number of related chemicals management issues;

(b) Across specific bienniums, when the results are only expected over a longer period than the two-year duration of the programme of work: for instance, it has taken some ten years to make significant progress in the phase-out of lead in fuels, demonstrating the need to be able to measure progress in each successive biennium;

(c) Across partnerships with UNEP, given that the work of scaling up will entail not just planning the necessary strategies with partners but also agreeing with them on how best to monitor progress against agreed targets, even when these span a period longer than the two-year programme of work.

23. Another key lesson is the need for greater clarity on the regional delivery of the programme of work and the accountability within the organization for such delivery. The UNEP structure provides for staff to be outposted to each regional office to ensure a critical mass in each office to support the services required for each subprogramme, while at the same time ensuring a link to technical divisions to provide adequate technical backstopping to the outposted staff members. Over the 2014–2015 biennium, UNEP will further strengthen this structure by ensuring that a core team is available in each regional office. Thus, by the 2016–2017 biennium, UNEP should have set in place optimal institutional arrangements between the regional offices and the divisions to deliver the programme of work at the regional level. Regional offices would be in a position then to ensure coherent UNEP responses to regional and country needs based on the programme of work and within the context of United Nations system-wide efforts in line with the outcomes of the United Nations Conference on Sustainable Development and related resolutions of the General Assembly on regional presence and capacity-building.

24. In its 2012 audit of the management of partnerships at UNEP, the Office of Internal Oversight Services noted its satisfaction with the UNEP approach and due diligence in relation to partnerships. It recommended that the UNEP approach to partnerships should be further strengthened by ensuring partnership feedback and efficiency, which will be carried out in 2014–2015 and built upon in 2016-2017.

25. Among the lessons emanating from evaluations by the Office of Internal Oversight Services and the mid-term evaluation of the medium-term strategy for 2010–2013 was the need for UNEP to pay more attention to developing its human resource strategy, outlining the technical and managerial competences needed for implementation of the medium-term strategy. Such a strategy to be developed in 2014 would ensure alignment of staff with the results in the programme, a talent management approach and a systematic approach to the further development of staff capacities. The programme of work for 2014–2015 has established a budget for training, and a similar provision will be made in the 2016–2017 programme of work.

26. An external review on gender commended UNEP on its progress in mainstreaming gender into its core business processes but noted the need for the further strengthening of these processes, to ensure compliance and sustainability. The policy and strategy for gender equality in environmental matters for the period 2014–2017 will make it possible to reorient gender mainstreaming in UNEP. Business processes and technical support for gender mainstreaming will be further strengthened to ensure that UNEP demonstrates its contribution to the promotion of gender equality in its programmes.

27. Lastly, UNEP is also taking a number of steps to enhance its capacities to deliver results, which include measuring and enhancing UNEP value-for-money and business models, establishing an environmental, social and economic safeguards policy and a gender policy and action plan, enhancing its programming and delivery capacity through standard procedures, information technology systems, simplified legal instruments, training and other forms of capacity-building at both UNEP headquarters and regional offices, finalizing the UNEP corporate cost-recovery policy, continuing to implement and further refine the management measures approved with regard to partnerships and programme implementation, enhancing resource mobilization and donor partnership instruments, including for South-South cooperation and collaborative agreements with emerging economies, reviewing and enhancing UNEP agreements with United Nations system service providers for higher levels of efficiency, preparing through training and other measures for the transition to more broadly recognized standards of accounting, such as the International Public Sector Accounting Standards, and strengthening its in-house monitoring and evaluation capacity. Evaluations conducted during the biennium 2014–2015 in line with the evaluation plan for 2014–2017 will be reviewed with a view to adapting the delivery of the programme of work for 2016–2017.

Resource projections

28. In the outcome document of the United Nations Conference on Sustainable Development, "The future we want", which essentially forms the basis of General Assembly resolution 67/213, Heads of State and high-level government representatives called for an upgraded and enhanced role for the United Nations Environment Assembly and UNEP, in a number of its areas, ranging from science and science-policy interface to capacity-building and access to technology, and also for strengthened coordination within the United Nations system underpinned by enhanced system-wide authority in the area of the environment.

29. In resolution 67/213, conscious of the magnitude of the challenge and of countries' expectation that UNEP must meet these new and expanded challenges, the member States also expressed their commitment to the strengthening and upgrading of UNEP, in the context of strengthened international environmental governance, and highlighted the need for secure, stable, adequate and increased financial resources from the regular budget of the United Nations and voluntary contributions. The need for countries to adapt to climate change, to ensure that ecosystems are managed appropriately, to improve food security and water quality, to enhance resource efficiency and to manage environmental risks have resulted in a growing demand for UNEP services. In turn, this demand from countries for UNEP services has necessitated the enhancement of UNEP resources, and also of its capacity to leverage those of its partners.

30. In line with General Assembly resolution 67/213, additional resources from the Environment Fund and the regular budget of the United Nations were incorporated into the 2014–2015 budget of UNEP. The 2016–2017 budget reflects the additional requirements for UNEP to meet the expectations of the 2014–2017 medium-term strategy. Meeting these resource requirements will require a collective effort that broadens the base of UNEP resources. It takes time for the spirit of universal membership and global responsibility to permeate the fabric of the international community, yet action is required urgently, in many priority areas. In order to widen and deepen the sources from which UNEP draws its contributions, it is also necessary to heighten appreciation of its role and the sense of responsibility for its effective performance. The process of securing more stable, secure and adequate financial resources for UNEP is under way. Led by Governments intent on making good on the commitments entered into at the United Nations Conference on Sustainable Development, the secretariat supports a funding strategy that calls upon all member States and the secretariat to play key roles.

31. This 2016–2017 budget continues to provide the support necessary to meet the vision articulated at that conference, in which UNEP:

(a) Is strategically positioned in the United Nations system, including through a strengthened New York office, so that it can better support the Environmental Management Group. The aim is to ensure better dialogue with the United Nations system and its Member States, to serve and guide them and to exercise a multiplier effect through partnerships with them, rather than duplicating efforts, particularly those of United Nations entities that are already operational at the country level;

(b) Is able to deliver at strategic locations to increase the impact of the UNEP subprogrammes. Better-structured UNEP regional offices will play a stronger role in ensuring the coherence of the organization's work at the regional and country levels and in ensuring coordination within the United Nations system. Experts located in the regional offices will assume a liaison and coordination role with Governments implementing the multilateral environmental agreements, and will also support UNEP capacity-building and technology transfer activities. The regional offices will play a stronger role in leveraging the activities of other partners working in the respective regions, ensuring that UNEP tools and guidelines are more widely disseminated, including through South-South cooperation;

(c) Provides increased support to developing countries to meet their capacity-building and technology transfer needs along the lines of the Bali Strategic Plan and increasingly through South-South and triangular cooperation;

(d) Delivers its outputs whenever possible through partnership arrangements with major groups, including local governments and the private sector;

(e) Provides stable resources dedicated to the science-policy interface, including for UNEP global environmental assessments, and enhancing the capacity of developing countries to generate, retrieve, analyse and use environmental information and assessment findings;

(f) Sustains governance-related priorities as a core function, especially in relation to the United Nations system and the multilateral environmental agreements, capitalizing on UNEP comparative advantages in this regard. By investing in UNEP, member States will multiply the impact of their investment in the multilateral environmental agreements.

Implications for the UNEP allocation from the regular budget of the United Nations

32. In the past the Governing Council has increasingly been obliged to approve funding from the Environment Fund to cover the costs of primary secretariat functions. Following the recommendations of the Fifth Committee, the General Assembly provided additional regular budget resources to strengthen the ability of UNEP to respond to the needs of member States. These needs included the provision of scientific information to underpin environmental decision-making, and measures to build their capacity and enhance their access to technology to meet environmental challenges, particularly by enhancing the organization's capacity at the regional level. The Advisory Committee on Administrative and Budgetary Questions recommended that these objectives should be pursued through a phased approach to increasing allocations from the regular budget of the United Nations. In December 2013, the General Assembly approved the first phase recommended by the Advisory Committee for implementation in 2014–2015. The second phase, according to the Advisory Committee's report, would complete the necessary reforms, subject to a number of justifications to be provided by the secretariat,[4] and in particular strengthen the stability and predictability of resources at

[4] The first phase applies mostly to senior staff, including regional directors and subprogramme coordinators, on the understanding that, once in place, they will be involved in the recruitment of managers and experts working under their supervision. The second phase is needed in order to ensure a more balanced composition of the workforce; the current composition of UNEP staff funded under the regular budget is extremely top-heavy, since, for the 2014–2015 biennium, the General Assembly has decided to authorize one post at the Assistant Secretary-General level, one at the D-2 level, 10 at the D-1 level, 17 at the P-5 level and 17 at the P-4 and P-3 levels; the 38 positions proposed for the second phase are at the P-3 and P-4 levels. The vast majority of the posts that are proposed for the second phase cover functions which have been approved by the General Assembly for 2014–2015 in locations or under subprogrammes different from those to which the requests in the second phase apply. The eligibility of these positions for funding under the regular budget is therefore established by the General Assembly itself. Given the size of UNEP and the United Nations Office at Nairobi, its main service-provider, the selection and recruitment of 85 staff members, as requested by the Secretary-General in 2013, was a tall order; a phased approach would enable the organization to spread the recruitment workload. At the current pace, the recruitment exercise for the 47 posts approved by the General Assembly for the 2014–2015 biennium will be concluded by the end of 2014.

regional offices, thereby enabling them to discharge their new responsibilities in terms of coordination, capacity-building and technology transfer, as described below.

33. An increase in the UNEP allocation from the regular budget of the United Nations for the biennium 2016–2017 is intended to fund activities that are currently funded only partially by the regular budget allocation, including:

(a) Servicing the governing bodies: in anticipation of a formal decision to amend the rules of procedure of UNEP, an adjustment under the component "Policymaking organs" reflects the governance framework approved by the General Assembly (universal membership of the Governing Council and subsidiary bodies) in respect of the participation of least developed countries in the Environment Assembly. While the overall staff complement in the UNEP secretariat will be slightly reduced, the costs of that unit must be covered by the regular budget. Funding for the post of head of the Secretariat of the Governing Bodies and Stakeholders and three other positions will be transferred from the Environment Fund to the regular budget. In parallel, UNEP will be working closely with the Department of General Assembly and Conference Management in Nairobi to ensure that adequate resources are allocated from the regular budget to finance the servicing of the UNEP governing bodies by the United Nations Office at Nairobi;

(b) Enhancing coordination within the United Nations system on environmental matters: adjustments under the component "Executive direction and management" and the environmental governance subprogramme take into account additional responsibilities associated with the leadership of an enhanced organization and advocacy for global environmental coordination. Significant allocations are required to comply with General Assembly resolution 67/213, in which the Assembly endorsed the call for the strengthening of UNEP engagement in key United Nations coordination bodies and its empowerment to lead efforts to formulate United Nations system-wide strategies on the environment. The budget is intended to strengthen existing mechanisms, including the Environment Management Group, and also to empower UNEP to assume this as a lead or coordinating responsibility;

(c) Strengthening regional offices and outreach in line with the General Assembly's call for the strengthening of the regional presence of UNEP, the proposed subprogramme budgets for the biennium 2014–2015 cover essentially representational functions, while the second phase at the regional level will enable UNEP to reach out to partners, thereby increasing the impact of its activities.

34. As a result of the analysis carried out on the cost implications of the requirements set out in paragraph 88 of "The future we want", UNEP proposes, subject to approval by the Secretary-General, a regular budget allocation for the biennium 2016–2017 of $49.7 million. With the exception of the expansion of the Secretariat of the Governing Bodies and Stakeholders, this request – including funding for the participation of least developed countries – is submitted in response to the 2013 recommendations of the Advisory Committee on Administrative and Budgetary Questions regarding the second phase of the enhancement of UNEP, which will encompass a further review of the post requirements for that phase.

Implications for the Environment Fund

35. Through the Committee of Permanent Representatives, member States have encouraged UNEP to move towards a budgeting methodology that would link resource requirements to the outputs of the programme of work. This has entailed a new approach for the biennium 2016–2017, aligning budgeting with the programme of work on the basis of an analysis of the relative workload and resource requirements of each output and expected accomplishment, aggregated at subprogramme level, rather than using the budget for the previous biennium, as had been done in the past. The Environment Fund budget allocation for the biennium 2016–2017 is intended to ensure that UNEP can supply the core deliverables of the programme of work.

36. The Environment Fund budget allocation, estimated at $142.5 million for each of the two years, 2016 and 2017 – totalling $285 million for the biennium – provides for a significantly higher impact in terms of outputs and more ambitious outcomes in terms of capacity-building and involvement at the regional and national levels. In view of the resource requirements for the delivery of activities and operations, staff costs for 2016–2017 are maintained at $122 million from the Environment Fund, equal to the amount in the previous two bienniums. Accordingly, there will be a significant increase in the overall level of the budget and the percentage available from the Environment Fund to finance activities and operations, which now account for significantly more than half of those resources. Measures have been developed to focus staffing and other resources in a strategic manner towards a decentralized delivery modality effected through partnerships, in particular with entities in the United Nations system, and principally at the regional offices.

37. As described above, the amount from the Environment Fund allocated for staff costs in each subprogramme and each division is based on the requirements of each output within each subprogramme to deliver the planned results. It takes into account the relevant staffing made available from the regular budget of the United Nations, developed for the most part in accordance with the output-based budgeting approach. The subprogramme budgets are based on the resource requirements needed to deliver the outputs and expected accomplishments for each subprogramme and the resource intensity can differ from one subprogramme to another. As in the past, the allocations in the budget to the different divisions are indicative only, as the distribution of responsibilities within the UNEP secretariat team falls under the responsibility and authority of the Executive Director.

Global Environment Facility funding

38. While Global Environment Facility (GEF) funding is subject to approval by the GEF Council, the UNEP GEF-funded portfolio is now integrated in UNEP strategic planning with the aim of ensuring that the organization's programme of work and its GEF-financed portfolio are mutually complementary and add value to each other. The current trend is to ensure that UNEP GEF-funded projects can build on work that is funded from the Environment Fund or other extrabudgetary resources. The project review and acceptance process for GEF-funded projects is now harmonized with the processes for UNEP projects financed from other sources. The programme of work for the biennium 2016–2017 reflects this aspiration towards the integration of GEF and complementarity with it, while respecting GEF-specific criteria, procedures and the GEF review and approval process for funding.

39. UNEP reports to the GEF Council on all matters related to the GEF grants that the organization handles on behalf of countries and recipients. Table 1 shows the budget for approved GEF projects and fees that will be recorded in the UNEP financial records for the biennium.

40. The data from financial records do not demonstrate fully the level of effort exerted in leveraging GEF grants. The GEF portfolio, as recorded at the time of final approval and endorsement by the GEF Council, has averaged $75 million per year in project approvals over the previous three bienniums. The programme of work assumes that GEF donors will commit the full amount of resources that they pledged for the Facility's fifth operational phase ($4.2 billion). A modest increase in the budget projection is based on the observation that an unusually high number and almost record value of UNEP GEF projects have been approved in 2013 and that this has created a pipeline which is likely to have become well established by 2016. The projected budget for the biennium is $118 million.

Other trust funds and extrabudgetary contributions

41. Extrabudgetary contributions to UNEP activities also constitute an important source of funding that complement and extend the organization's reach beyond its capacity to deliver within its funding from the Environment Fund. Extrabudgetary resources will therefore leverage the greater involvement of strategic and investment partners, thereby enhancing the ability of UNEP to scale up the use of its products in line with the programme of work.

42. Funding from other trust funds and sources of earmarked funding is particularly difficult to predict in the current financial context. Although in the past the tendency has been for actual extrabudgetary contributions to UNEP to exceed planned budgets, a number of major contributors to UNEP have recently decided to move towards what may be termed "all core" or "essentially core" policies. Such a move is consistent with the Paris Declaration on Aid Effectiveness, the Accra Agenda for Action and the Busan Partnership for Effective Development Cooperation, which emphasize the cost-effectiveness of non-earmarked development funding. The move of donor contributions to non-earmarked funding is an especially important factor in times of financial constraint. Following a review of funding prospects from these sources for each subprogramme based on a detailed assessment of donor intentions for trust funds established under each subprogramme, together with cross-cutting donor-specific trust funds, a realistic budget for the biennium is estimated at $211 million.

43. The ozone portfolio, funded essentially from resources provided to UNEP as an implementing agency by the Multilateral Fund for the Implementation of the Montreal Protocol, adds value to the UNEP programme of work, in line with the strategic guidance provided by the member States and the mandate of the Multilateral Fund. This has been traditionally the case in the area of chemicals and waste, but increasingly also in the area of climate change mitigation. Starting in 2016, the UNEP portfolio of projects funded from the Multilateral Fund will be gradually more closely integrated in the planning and reporting of the UNEP programme of work, thus ensuring better complementarity and

added value between the two, while ensuring adherence to the approvals and monitoring requirements of the Multilateral Fund.

Accompanying measures

44. While member States have decided to enhance UNEP and to improve its funding base, the UNEP secretariat will continue to implement efficiency and impact-enhancing measures as part of its continuing reform, including:

(a) Measuring and enhancing UNEP value-for-money and business models;

(b) Implementing its environmental, social and economic safeguards policy and its gender policy and action plan;

(c) Enhancing its programming and delivery capacity through constantly improved standard procedures, information technology systems, simplified legal instruments, training and other forms of capacity-building at both UNEP headquarters and the regional offices;

(d) Strictly implementing the UNEP corporate cost-recovery policy;

(e) Continuing to implement and further refine the management measures with regard to partnerships and programme implementation;

(f) Enhancing resource mobilization and donor partnership instruments, including for South-South cooperation and collaborative agreements with emerging economies;

(g) Reviewing and enhancing UNEP agreements with United Nations system service providers for higher levels of efficiency;

(h) Preparing through training and other measures for the transition to more broadly recognized standards of accounting;

(i) Strengthening its in-house monitoring and evaluation capacity;

(j) Continuing its efforts to ensure compliance with the recommendations of auditors and oversight bodies.

45. Following the adoption of the first phase of the United Nations enterprise resource planning project (Umoja) and its first extension in 2014–2015, in 2016 UNEP, together with the United Nations Secretariat, will introduce the Umoja project management module, which is particularly well suited to its mandates and management approach and which will permeate the organization. While this will require a significant initial investment, it will enable UNEP to shed its legacy systems and eventually achieve significant savings, efficiency gains and enhanced reporting capability.

46. The budget implications of these accompanying measures are primarily accounted for under the UNEP operations strategy.

Overall budget

47. In summary, the budget for the biennium 2016–2017 is informed by an analysis guided by the priorities of member States and their decisions. It continues to take into account the far-reaching implications of the outcomes of the United Nations Conference on Sustainable Development and the subsequent General Assembly resolutions, in relation to resources and their application. The proposal for the use of the regular budget of the United Nations emphasizes the need for a core set of functions to be covered on a sustainable basis.

48. The budget for 2016–2017, set at $687 million, including a $14.7 million increase in the regular budget allocation, foresees a modest growth and other extrabudgetary resources which take into account the considerable pressure on public funding at the current time. In spite of the increase in the expected delivery, programme support costs associated with UNEP trust funds have been estimated at the same level as in previous years, at $23 million, thanks to efficiency gains expected in particular from the introduction of the first phase of Umoja and its first extension in 2014–2015.

49. Under the proposed scenario, the regular budget of the United Nations covers the core secretariat functions, which are of the highest priority. Should the proposed budget allocation from the regular budget of the United Nations not be approved in its entirety, other allocations, including from the Environment Fund, will have to be rebudgeted to ensure that any core functions not funded from the regular budget are covered by the Environment Fund or other sources of funding, and also to ensure adequate budget allocations across funding sources, subprogramme and divisional budgets. The corresponding adjustment in expected outputs and accomplishments would then be submitted to the Environment Assembly at its June 2016 session.

Table 1
Resource projections by funding category: UNEP

	Resources (thousands of United States dollars)			*Posts*		
Category	*2014–2015*	*Changes*	*2016–2017*	*2014–2015*	*Changes*	*2016–2017*
A. Environment Fund						
Post	122 000	0	122 000	462	(18)	444
Non-post	103 275	35 575	138 850	–	–	–
IPSAS and Umoja	1 575	(75)	1 500			
After-service health insurance provision	–	2 000	2 000			
UNON/UNOG bills	5 650	1 000	6 650			
Fund programme reserve	12 500	1 500	14 000			
Subtotal, A	**245 000**	**40 000**	**285 000**	**462**	**(18)**	**444**
B. Trust and earmarked funds						
Trust and earmarked funds	202 000	9 090	211 090	145	–	145
Subtotal, B	**202 000**	**9 090**	**211 090**	**145**	**–**	**145**
C. GEF trust funds						
GEF trust funds	113 900	4 476	118 376	57	5	62
Subtotal, C	**113 900**	**4 476**	**118 376**	**57**	**5**	**62**
D. Programme support costs						
Programme support costs	23 200	(315)	22 885	69	(5)	64
Subtotal, D	**23 200**	**(315)**	**22 885**	**69**	**(5)**	**64**
E. Regular budget						
Post	30 817	12 959	43 776	95	43	138
Non-post	4 148	1 786	5 934	–	–	–
Subtotal, E	**34 964**	**14 745**	**49 710**	**95**	**43**	**138**
Total (A+B+C+D+E)	**619 064**	**67 995**	**687 060**	**828**	**25**	**853**

Note: Figures may vary slightly owing to rounding off. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature and their levels are subject to change.

Table 2
Resource projections by budget component

	Resources (thousands of United States dollars)											
	Environment Fund		*Trust and earmarked funds*		*GEF trust funds*		*Programme support costs*		*Regular budget*		*Total*	
	2014–2015	*2016–2017*	*2014–2015*	*2016–2017*	*2014–2015*	*2016–2017*	*2014–2015*	*2016–2017*	*2014–2015*	*2016–2017*	*2014–2015*	*2016–2017*
A. Policymaking organs	–	–	–	–	–	–	–	–	80	97	**80**	**97**
B. Executive direction and management												
1. Office of the Executive Director	8 794	10 041	–	–	–	–	306	306	6 069	7 560	**15 168**	**17 907**
2. United Nations Scientific Committee on the Effects of Radiation		–		–		–	–	–	1 624	1 659	**1 624**	**1 659**
Subtotal A+B	**8 794**	**10 041**	–	–	–	–	**306**	**306**	**7 773**	**9 316**	**16 872**	**19 663**
C. Programme of work					–							
1. Climate change	39 510	46 057	46 527	48 620	31 892	32 895	1 628	1 323	3 105	4 556	**122 662**	**133 451**
2. Disasters and conflicts	17 886	20 795	22 185	23 183	–	–	991	991	2 166	3 167	**43 229**	**48 136**
3. Ecosystem management	36 831	42 847	35 213	36 798	66 062	68 833	1 498	1 408	4 012	5 304	**143 616**	**155 190**
4 Environmental governance	21 895	25 443	27 346	28 577	–	–	998	998	6 512	9 735	**56 751**	**64 753**
5. Chemicals and wastes	31 175	36 417	31 401	32 814	10 251	10 702	1 099	1 009	2 503	3 558	**76 430**	**84 500**
6. Resource efficiency	45 329	52 956	28 101	29 365	–	–	983	983	2 847	3 643	**77 260**	**86 948**
7. Environment under Review	16 768	19 468	11 227	11 733	5 695	5 946	410	410	4 033	8 141	**38 133**	**45 697**
Subtotal C	**209 394**	**243 983**	**202 000**	**211 090**	**113 900**	**118 376**	**7 607**	**7 122**	**25 178**	**38 105**	**558 080**	**618 675**
D. Fund programme reserve	12 500	14 000	–	–	–	–	–	–	–		**12 500**	**14 000**
Total programme of work (C+D)	**221 894**	**257 983**	**202 000**	**211 090**	**113 900**	**118 376**	**7 607**	**7 122**	**25 178**	**38 105**	**570 580**	**632 675**

		Resources (thousands of United States dollars)											
		Environment Fund		*Trust and earmarked funds*		*GEF trust funds*		*Programme support costs*		*Regular budget*		*Total*	
		2014–2015	*2016–2017*	*2014–2015*	*2016–2017*	*2014–2015*	*2016–2017*	*2014–2015*	*2016–2017*	*2014–2015*	*2016–2017*	*2014–2015*	*2016–2017*
E.	Programme management and support												
	1. Programme support	7 087	6 825	–	–	–	–	15 287	15 457	2 013	2 289	**24 387**	**24 571**
	2. Umoja and IPSAS	1 575	1 500									**1 575**	**1 500**
	3. UNON/UNOG bills	5 650	6 650									**5 650**	**6 650**
	4. After-service health insurance provision	–	2 000	–	–	–	–	–	–	–	–	–	**2 000**
	Subtotal E	**14 312**	**16 975**	–	–	–	–	**15 287**	**15 457**	**2 013**	**2 289**	**31 612**	**34 721**
	Total (A+B+C+D+E)	**245 000**	**285 000**	**202 000**	**211 090**	**113 900**	**118 376**	**23 200**	**22 885**	**34 964**	**49 710**	**619 064**	**687 060**

Note: Figures may vary slightly owing to rounding off. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature and their levels are subject to change.

A. Policymaking organs

50. At its sixty-seventh session, the General Assembly, by resolution 67/213 of 21 December 2012, decided to upgrade the governing body of UNEP to a body with universal membership (193 members) and to enhance its secretariat accordingly. The United Nations Environment Assembly of UNEP decided to meet biennially, starting in 2014 in Nairobi, and to conclude its sessions with a two-day high-level ministerial segment. The bureau of the Environment Assembly has 10 members. The Environment Assembly is to hold its first session in Nairobi, from 23 to 27 June 2014.

51. The United Nations Environment Assembly is the governing body of UNEP with a United Nations system-wide mandate to take strategic decisions, provide political guidance on the work of the United Nations system in the area of the environment and promote a strong science-policy interface.

52. The Committee of Permanent Representatives, as a subsidiary body of the United Nations Environment Assembly, provides policy advice to the Assembly, contributes to the preparation of its agenda and the decisions to be adopted by it and oversees their implementation. While the Committee holds its regular meetings on a quarterly basis, it also meets in open-ended form every two years prior to the session of the United Nations Environment Assembly. The meetings, which are five days in duration, are held in Nairobi and include the participation of representatives from capitals and members of the Committee of Permanent Representatives who are based elsewhere than in Nairobi. The first meeting of the open-ended Committee of Permanent Representatives was held from 24 to 28 March 2014. The UNEP governing structure also includes a subcommittee of the Committee of Permanent Representatives, which meets for a period of five days annually in Nairobi, to review the medium-term strategy and programme of work and budget. It held its first annual meeting from 23 to 27 September 2013. The subcommittee also has meetings once or twice a month to consider particular issues in depth.

53. The Environment Assembly is further mandated to ensure the active participation of all relevant stakeholders, particularly those from developing countries, through the development, by 2014, of new mechanisms that promote transparency and the effective engagement of civil society in its work. As a means of enhancing the participation of major groups and stakeholders and their contribution to the intergovernmental decision-making process, a multi-stakeholder dialogue is being organized during the high-level segments of the Environment Assembly. This dialogue complements the Global Major Groups and Stakeholders Forum, which takes place prior to each session of the Environment Assembly session. Previously, the Forum was held annually in conjunction with the session of the Governing Council and the Global Ministerial Environment Forum; under the new arrangement, the Forum will convene biennially, starting in June 2014, to enable major groups and stakeholders to coordinate their expert input for the sessions of the Environment Assembly.

Table 3
Resource projection by category: policymaking organs

	Resources (thousands of United States dollars)			*Posts*		
Category	*2014–2015*	*Changes*	*2016–2017*	*2014–2015*	*Changes*	*2016–2017*
Regular budget						
Post		–			–	
Non-post	80	17	97			
Total	**80**	**17**	**97**	–	–	–

B. Executive direction and management

54. The executive direction and management of UNEP is carried out by the Executive Office, the Secretariat of the Governing Bodies and Stakeholders, and an independent Evaluation Office. The Executive Office provides executive and support services to the Executive Director, the Deputy Executive Director and other members of the UNEP senior management team. It provides guidance and policy clearance of all programmatic and administrative matters. The Executive Director, with the support of the Deputy Executive Director, provides the vision and direction for the work of UNEP in accordance with its legislative mandates and has overall responsibility for the management of UNEP resources. In line with the compact between the Executive Director and the Secretary-General, the Executive Director is therefore responsible for the overall leadership that guides UNEP strategic planning and ensures that all its work is geared towards achievement of the targeted results.

55. As part of the leadership function, the Executive Director has overall responsibility within the United Nations system for providing guidance on environmental policy that takes into account assessments of the causes and effects of environmental change and identified emerging issues. The Executive Director is also entrusted with catalysing international action to bring about a coordinated response both within the United Nations system and between the United Nations and other partners. UNEP thus engages with the family of United Nations entities and system-wide processes, such as the Environment Management Group and those conducted through the Chief Executives Board for Coordination and its subsidiary bodies. In addition, the integration in these processes of priorities from the multilateral environmental agreements will be a key consideration in efforts by UNEP to bring about coordinated responses to environmental issues in the United Nations system.

56. Regional office directors report directly to the Deputy Executive Director, thus strengthening the organization's emphasis on regional approaches, attention to specific country and regional demands, and delivery of its services. A key consideration is to maximize the extent to which UNEP can build capacity, share scientific data and support the transfer of technology and know-how. The regional offices therefore play a key role in facilitating engagement by UNEP in inter-agency mechanisms at regional and national levels and in promoting South-South cooperation in UNEP programmes. The UNEP Regional Support Office was established in 2013. It is a relatively small structure, which also reports directly to the Deputy Executive Director and aims to ensure corporate support for the regional offices in the areas of policy, programme and outreach, and also in interregional coordination and cooperation.

57. GEF operations relating to UNEP have been integrated into the programme of work for the biennium 2014–2015, and shall be extended into the biennium 2016–2017, to ensure greater programmatic synergy and complementarity, harmonization and enhancement of workflow and standards, and enhanced delivery and impact between the GEF portfolio and the programme of work. The GEF Coordination Office continues to report directly to the Executive Office, so as to ensure more strategic corporate support to the GEF partnership and to facilitate internal monitoring of the portfolio. The responsibility for programming and delivery and the corresponding technical and financial staff continues to rest with the relevant substantive divisions.

58. During the implementation of UNEP strategic plans, essentially the medium-term strategy and programme of work, the Executive Director is also responsible for ensuring that management attention is placed on areas identified from the monitoring of UNEP programme performance, audits, investigations and evaluations as needing action to improve performance and accountability.

59. While ensuring that accountability for delivery of results is at the forefront of performance management, the Executive Office is also responsible for developing and facilitating consultations with Governments, including through permanent missions accredited to UNEP in Nairobi, and for ensuring the responsibility of UNEP as a GEF implementing agency. The Secretariat of the Governing Bodies and Stakeholders provides secretariat support to the United Nations Environment Assembly and its subsidiary body, the Committee of Permanent Representatives. The secretariat serves as the main interface for external relations with representatives of UNEP governing bodies. It provides substantive, technical and procedural support to and facilitates the deliberations of Governments and other external partners in sessions of the Environment Assembly and meetings of its subsidiary body.

60. The Evaluation Office falls within the purview of executive direction and management in recognition of its independence from the rest of the programme and the importance attached to using evaluation findings to improve UNEP planning and performance. It reports directly to the Executive Director of UNEP, given its independence from the rest of the programme. It evaluates the extent to which UNEP has achieved its planned results in the medium-term strategy and programme of work and coordinates UNEP activities related to the Joint Inspection Unit. Based on evaluation findings, it provides policy advice for improved programme planning and implementation. Its findings are

communicated through the Executive Director to the Committee of Permanent Representatives and the Environment Assembly, in accordance with the UNEP evaluation policy.

61. The table below provides the objectives for the executive direction and management of UNEP, the expected accomplishments and associated indicators of achievement. The expected accomplishments focus on the leadership in the organization in global environmental agenda-setting. This includes ensuring, first and foremost, that the work of UNEP is customer-focused and relevant to its United Nations partners and member States. UNEP will show its leadership in promoting coherence on environmental issues in the United Nations system, a building block for global environmental agenda-setting. Leveraging impact through partnerships and coordinated approaches in the United Nations system is a main pillar of the medium-term strategy. The expected accomplishments will also focus on strengthening the scientific basis of UNEP work for the organization to ensure credibility as it works towards global environmental agenda-setting and a stronger science-policy interface. Given that human resources form the bedrock of any organization, the expected accomplishments also focus on efficiencies and effectiveness in human resource management. Finally, with the Evaluation Office working independently and reporting directly to the Executive Director, the table provides the expected accomplishments and indicators of achievement that show how UNEP will have a structured approach to the use of evaluation findings.

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures for the Executive Office

Objective: To provide leadership in global environmental agenda-setting, to implement legislative mandates of the United Nations Environment Programme and the General Assembly, to ensure coherent delivery of the programme of work and to ensure management of human resources is in accordance with United Nations policies and procedures

Expected accomplishments	Indicators of achievement
(a) Delivery by UNEP of programmes and products relating to environmental issues that are considered useful by Governments and partners in the United Nations system	(a) Percentage increase of surveyed UNEP partners in Governments and in the United Nations system that rate the usefulness of UNEP products and programmes as satisfactory *Performance measures* Estimate 2014–2015: to be determined (survey to be conducted in 2015 to establish baseline) Target 2016–2017: 15 per cent increase (Governments); 10 per cent increase (United Nations system)
(b) Promotion by UNEP of greater coherence and complementarities relating to environmental issues in the United Nations system	(b) Number of subjects of global environmental concern on which the United Nations system takes joint actions, including system-wide strategies for the environment, as a result of UNEP engagement *Performance measures* Estimate 2014–2015: 9 Target 2016–2017: 11
(c) Strengthened use of credible and coherent science at the science-policy interface	(c) Increase in the number of UNEP initiatives to strengthen the science-policy interface that have demonstrated measurable positive outcomes *Performance measures* Estimate 2014–2015: 20 Target 2016–2017: 30

(d) Strengthened accountability of UNEP towards a results-based organization	(d) Percentage of accepted audit and investigation recommendations on UNEP performance that are acted upon *Performance measures* Estimate 2014–2015: 85 per cent Target 2016–2017: 85 per cent
(e) Geographical representation and gender balance of staff is ensured	(e) (i) Percentage of women appointed to senior-level posts in the Professional and management categories *Performance measures* (Average ratio of women at the P-4 level and above) Estimate 2014–2015: 45 per cent Target 2016–2017: 45 per cent (ii) Percentage of personnel from underrepresented member States in posts in the Professional and management categories *Performance measures* (Percentage of posts in the Professional and management categories filled by underrepresented countries) Estimate 2014–2015: 20 per cent Target 2016–2017: 20 per cent
(f) Efficiency in staff recruitment is maintained in line with the United Nations rules and regulations concerning staff selection	(f) (i) Average number of days taken to fill a vacant extrabudgetary post (measured by the time between the announcement and the appointment) *Performance measures* (Days taken for recruitment, as measured by the Office of Human Resources Management tracking system) Estimate 2014–2015: 180 days Target 2016–2017: 170 days (ii) Percentage increase of staff in posts in the Professional and management categories who have been recruited since January 2013 that achieve a rating of 2 (successfully meets performance expectations) or 1 (exceeds performance expectations) in their performance appraisal *Performance measures* Estimate 2014–2015: to be determined (actual baseline needs to be established) Target 2016–2017: 10 per cent increase
(g) Efficiency in the servicing of meetings of the governing bodies is ensured	(g) Percentage of UNEP-organized meetings of the Committee of Permanent Representatives and the United Nations Environment Assembly for which member States receive documents within the established respective deadlines *Performance measures* Estimate 2014–2015: 85 per cent Target 2016–2017: 85 per cent

(h) Evaluations take place in accordance with the evaluation policy and plan and are used to improve performance	(h) (i) Percentage of projects above $1 million completed by the third quarter of the biennium and ongoing subprogrammes that are independently evaluated[5] *Performance measures* Estimate 2014–2015: 100 per cent Target 2016–2017: 100 per cent (ii) Percentage of subprogramme evaluations completed in accordance with the approved evaluation plan *Performance measures* Estimate 2014–2015: 100 per cent Target 2016–2017: 100 per cent (iii) Percentage of evaluations providing a rating of "Satisfactory" or better for project quality *Performance measures* Estimate 2014–2015: 70 per cent Target 2016–2017: 70 per cent (iv) Percentage of accepted evaluation recommendations implemented within the time frame defined in the implementation plan *Performance measures* Estimate 2014–2015: 70 per cent Target 2016–2017: 70 per cent

Outputs

During the biennium 2016–2017, the following final outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) United Nations Environment Assembly:

a. Substantive servicing of meetings: session of the United Nations Environment Assembly in 2016 (1);

b. Parliamentary documentation: reports to the United Nations Environment Assembly, as required (25);

(ii) Committee of Permanent Representatives:

a. Substantive servicing of meetings. Meetings of the Committee of Permanent Representatives, including its subcommittees, the annual meeting of the Subcommittee (20); regular meetings of the Committee of Permanent Representatives including the biennial open-ended meeting (8);

b. Parliamentary documentation: briefing reports to the Committee of Permanent Representatives (8);

[5] A threshold of $1 million has been set, commensurate with the capacity of the Evaluation Office to evaluate all other projects.

(b) Administrative support services (regular budget and extrabudgetary): the UNEP human resources management strategy under implementation and geared towards using international best practices relating to staff recruitment and further developing in-house capacity for project management in the context of results-based management; progress towards gender balance in the Professional and management categories; secretariat regulations and policies put into practice to ensure a favourable working environment for all staff; a fully institutionalized training and learning programme to improve substantive, administrative and management skills that revolve around results-based management as the conceptual approach to delivering the UNEP programme of work;

(c) Internal oversight services (regular budget and extrabudgetary): biennial evaluation report (1), subprogramme evaluation reports (4); evaluations conducted for completed projects, with written management responses to corporate evaluations.

Table 4

Resource projections by funding category: executive direction and management

	Resources (thousands of United States dollars)			*Posts*		
Category	*2014–2015*	*Changes*	*2016–2017*	*2014–2015*	*Changes*	*2016–2017*
A. Environment Fund						
Post	4 108	468	4 576	20	(6)	14
Non-post	4 686	779	5 465			
Reserve fund	12 500	1 500	14 000			
Subtotal, A	**21 294**	**2 747**	**24 041**	**20**	**(6)**	**14**
B. Trust and earmarked funds						
Trust and earmarked funds	–	–	–	–	–	–
Subtotal, B	**–**	**–**	**–**	**–**	**–**	**–**
C. GEF trust funds						
GEF trust funds						
Subtotal, C	–	–	–	–	–	–
D. Programme support costs						
Programme support costs	306	–	306	1	–	1
Subtotal, D	**306**	–	**306**	**1**	–	**1**
E. Regular budget						
Post	5 965	1 329	7 294	19	8	27
Non-post	104	162	266			
Subtotal, E	**6 069**	**1 491**	**7 560**	**19**	**8**	**27**
Total (A+B+C+D+E)	**27 668**	**4 239**	**31 907**	**40**	**2**	**42**

Note: Figures may vary slightly owing to rounding off. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature and their levels are subject to change.

C. Programme of work

62. The proposed programme of work for 2016-2017 results in total Environment Fund programme of work requirement of $244 million (excluding fund programme reserve), total trust and earmarked fund requirements of $211 million, estimated requirements of $38 million from the regular budget of the United Nations and an estimated GEF budget of $118 million.

Table 5
Resource projections by fund category: programme total

	Resources (thousands of United States dollars)			*Posts*		
Category	*2014-2015*	*Changes*	*2016-2017*	*2014-2015*	*Changes*	*2016-2017*
A. Environment Fund						
Post	111 589	(113)	111 476	414	(12)	402
Non-post	97 805	34 702	132 507	–		
Subtotal, A	**209 394**	**34 589**	**243 983**	**414**	**(12)**	**402**
B. Trust and earmarked funds						
Trust and earmarked funds	202 000	9 090	211 090	145	–	145
Subtotal, B	**202 000**	**9 090**	**211 090**	**145**	**–**	**145**
C. GEF trust funds						
GEF trust funds	113 900	4 476	118 376	57	5	62
Subtotal, C	**113 900**	**4 476**	**118 376**	**57**	**5**	**62**
D. Programme support costs						
Programme support costs	7 607	(485)	7 122	34	(5)	29
Subtotal, D	**7 607**	**(485)**	**7 122**	**34**	**(5)**	**29**
E. Regular budget						
Post	21 721	11 334	33 055	65	34	99
Non-post	3 458	1 593	5 050			
Subtotal, E	**25 178**	**12 926**	**38 105**	**65**	**34**	**99**
Total (A+B+C+D+E)	**558 080**	**60 596**	**618 675**	**715**	**22**	**737**

Note: Figures may vary slightly owing to rounding off. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature and their levels are subject to change.

63. The proposed programme of work for 2016–2017 presents the results expected from seven subprogrammes as follows.

Subprogramme 1
Climate change

Objective of the organization: To strengthen the ability of countries to move towards climate-resilient and low emission strategies for sustainable development and human well-being

Expected accomplishments of the secretariat	Indicators of achievement
(a) Adaptation approaches, including an ecosystem-based approach, are implemented and integrated into key sectoral and national development strategies to reduce vulnerability and strengthen resilience to climate change impacts	(a) (i) Increased number and percentage of countries implementing concrete ecosystem-based and other supporting site-based adaptation initiatives, with the assistance of UNEP *Performance measures* (Number and percentage of countries implementing concrete ecosystem-based and other site-based adaptation initiatives) December 2013 (baseline): 22 countries, percentage to be determined December 2015 (estimate): 28 countries, percentage to be determined Progress expected as at December 2016: 30 countries, percentage to be determined December 2017: 32 countries, percentage to be determined (ii) Increased number and percentage of countries that have progressed in integrating ecosystem-based and other adaptation approaches into sectoral and national development strategies,[6] with the assistance of UNEP *Performance measures* (Number and percentage of countries demonstrating progress in integrating ecosystem-based and other adaptation approaches in strategies) December 2013 (baseline):8 countries, percentage to be determined December 2015: (estimate): 16 countries, percentage to be determined Progress expected as at December 2016: 18 countries, percentage to be determined December 2017: 20 countries, percentage to be determined
(b) Energy efficiency is improved and the use of renewable energy is increased in partner countries to help reduce greenhouse gas emissions and other pollutants as part of their low-emission development	(b) (i) Increased percentage of renewable energy in the global energy mix (including breakdown by countries assisted by UNEP) *Performance measures* (Percentage of renewable energy in the global energy mix) December 2013 (baseline): 20 per cent December 2015 (estimate): 21 per cent Progress expected as at December 2016: 22 per cent December 2017: 23 per cent

[6] The steps to measure progress are: (a) entry points in sectoral and national development strategies for integrating adaptation are identified and the case for integration made; (b) evidence and information for integrating adaptation in a sectoral or development strategy are generated; (c) options for integrating adaptation into sectoral and national development strategies are assessed and discussed with stakeholders; (d) sectoral and national development strategies integrating adaptation are submitted for endorsement and adoption; (e) sectoral and national development strategies integrating adaptation are adopted by Governments.

(ii) Increased percentage of countries meeting energy efficiency standards in specific sectors, with support from UNEP

Performance measures

(Number of countries committing to applying energy efficiency standards, with support from UNEP)

December 2013 (baseline): 35

December 2015 (estimate): 55

Progress expected as at December 2016: 60

December 2017: 65

(iii) Increased number of programmes and projects on the transfer of advanced technologies in the area of renewable energy or energy efficiency implemented by countries, with the assistance of UNEP

Performance measures

(Number of new renewable energy or energy efficiency programmes and projects being implemented)

December 2013 (baseline): 0

December 2015 (estimate): 5

Progress expected as at December 2016: 12

December 2017:15

(iv) Increased number of policies implemented and actions taken by countries to decrease greenhouse gas emissions and other climate pollutants as a result of UNEP-led public-private partnership initiatives

Performance measures

(Number of policies and actions reducing greenhouse gas emissions and other climate pollutants)

December 2013 (baseline): 32

December 2015 (estimate): 50

Progress expected as at December 2016: 60

December 2017: 70

(v) Increased climate finance invested for clean energy as a result of UNEP engagement

Performance measures

(Total value of clean energy investments that result from UNEP projects)

December 2013 (baseline): $300 million

December 2015 (estimate): $350 million

Progress expected as at December 2016: $400 million

December 2017: $450 million

(c) Transformative strategies and finance approaches for reducing emissions from deforestation and forest degradation (REDD-plus) are developed and implemented by developing countries with the aim of reducing emissions from deforestation and forest degradation and bringing multiple benefits for biodiversity and livelihoods	(c) Increased number and percentage of countries that have progressed through both of the following steps in the development and implementation of REDD-plus strategies: step (i): national REDD-plus readiness plan approved; step (ii): national or subnational climate change strategies recognize investments based on REDD-plus as a means for transformation[7] *Performance measures* (Number and percentage of countries that have REDD-plus strategies that recognize their multiple benefits and the role of the private sector) December 2013 (baseline): 3 countries, percentage to be determined December 2015 (estimate): 6 countries, percentage to be determined Progress expected as at December 2016: 9 countries, percentage to be determined December 2017: 12 countries, percentage to be determined

Strategy

64. Responsibility for the leadership of the subprogramme rests with the Director of the Division of Technology, Industry and Economics. UNEP aims to strengthen countries' ability to move towards climate-resilient and low-emission strategies for sustainable development and human well-being by: (a) promoting the development and use of climate science for policymaking and informing the climate change negotiation process; (b) facilitating access to, and supporting capacity-building efforts for, finance for climate resilience, energy efficiency and renewable energy technologies; (c) fostering climate change awareness and education; (d) supporting the development and implementation of policies, plans and climate actions in countries upon their request in the form of pilot projects that can be scaled up through partner organizations; (e) sharing lessons and information on climate technologies and approaches through networks; and (f) supporting the United Nations Framework Convention on Climate Change process and implementation of related country commitments.

65. The subprogramme is shaped by decisions of the United Nations Framework Convention on Climate Change and complements the Convention's work, while being guided by sound science, particularly from the Intergovernmental Panel on Climate Change. UNEP seeks a regional balance in the delivery of the subprogramme, taking into consideration vulnerabilities to climate change and countries' needs, to ensure the capacity of countries is strengthened to respond to the climate change challenge. Outreach will foster greater understanding of climate change, ensuring that countries have access to climate change information, lessons learned and successful project examples. UNEP will work through partnerships with the United Nations Framework Convention on Climate Change secretariat and other convention secretariats, the rest of the United Nations system and other institutions in accordance with the following strategy:

(a) UNEP will support countries, in particular developing countries, to reduce their vulnerability and strengthen their resilience to the impacts of climate change by strengthening national institutional capacities and supporting national efforts to incorporate adaptation approaches, including ecosystem-based adaptation approaches, into development planning and policymaking. UNEP will, upon request by countries, conduct vulnerability and impact assessments, deliver economic analyses of climate change impacts and adaptation options and scientific and policy-related information, identify best practices, provide adaptation planning and policy development support, facilitate countries' access to finance, build their readiness to deploy funding effectively and strengthen its outreach. Efforts will be made to ensure that the ecosystem-based approach takes into account biodiversity considerations, in consultation with the secretariats of the biodiversity-related multilateral environmental agreements, and Aichi Biodiversity Target 10. Pilot demonstrations that accelerate learning in reducing vulnerability to climate change will be used to scale up successful approaches through partnerships to leverage impact. UNEP will also assist countries to meet their national climate

[7] The United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD Programme) has developed a results-based monitoring framework. The indicators contained therein form the basis for the measurement of this indicator to ensure coherence with the UN-REDD Programme monitoring framework.

change adaptation planning and reporting obligations under the climate convention. The scientific work will complement the work of the Intergovernmental Panel on Climate Change. UNEP will support the development of the Intergovernmental Panel on Climate Change assessments and special reports and their outreach. While the main focus of the UNEP adaptation programme remains ecosystem-based adaptation, such adaptation is most usefully applied as an integral component of a range of adaptation strategies. UNEP will therefore engage with partners working on the full range of adaptation approaches with other organizations with complementary expertise;

(b) UNEP will facilitate the move to low-emission development pathways and the implementation of green economy strategies in the context of sustainable development and poverty eradication by helping countries to overcome financial, institutional and regulatory barriers to the uptake of renewable energy technologies and the adoption of energy efficiency measures in transport, buildings, manufacturing and appliances. UNEP will build the technical skills and knowledge of policy options in the clean energy sector and help countries to develop mechanisms, strategies and policies that reduce costs and risks for financial actors in climate change mitigation investments. UNEP will strengthen the scientific basis for informed decision-making and conduct technology and resource assessments; share knowledge about technology and policy options; support mitigation planning and policy development; facilitate access to finance and work with innovative financing mechanisms; build readiness to deploy funding effectively; and strengthen outreach to enable access to relevant climate change information. UNEP will also assist countries with climate change mitigation planning and reporting obligations under the Framework Convention on Climate Change;

(c) In support of the Cancun Agreements reached in December 2010 under the Framework Convention on Climate Change, UNEP will work with the United Nations Development Programme (UNDP), the Food and Agriculture Organization of the United Nations (FAO) and other partners, in coordination with the relevant conventions including the biodiversity-related multilateral environmental agreement secretariats, across the three major forested regions worldwide to support the development of national REDD-plus strategies and finance approaches. The UN-REDD Programme is a collaborative partnership of FAO, UNDP and UNEP that supports countries on the implementation of REDD-plus.[8] Work by UNEP on REDD-plus is aimed at reducing emissions from deforestation and forest degradation by generating funding that communities can use to improve the sustainable management of forests, strengthen the role of conservation, shift the forest sector to alternative development pathways, and support the conservation of biological diversity and livelihoods. UNEP will support high-level political dialogues relating to the Framework Convention on Climate Change and the Convention on Biological Diversity processes, support stakeholders in achieving the Aichi Biodiversity Targets, and engage with the private sector to discuss REDD-plus as an instrument for climate change mitigation and adaptation, sustainable development and biodiversity conservation. Strengthening the scientific basis for decision-making and improving outreach are key pillars in this strategy. UNEP will support the development of national REDD-plus strategies and the implementation of readiness programmes, and develop tools and guidance on identifying and contributing to environmental and social objectives. UNEP will conduct scientific assessments; provide policy, planning and legislative advice; integrate gender-related considerations and the use of gender sensitive indicators into planning and capacity-building processes; facilitate access to finance; undertake pilot interventions; promote the integration of these approaches through national development; foster climate change outreach and awareness-raising; and share knowledge through climate change networks.

Achieving results: causal relationships

66. The main impact that the climate change subprogramme seeks to contribute to is a move by countries towards climate-resilient and low-emission pathways for sustainable development, which would ultimately lead to the increased resilience of ecosystems, reduced emissions of greenhouse gases and other pollutants, and reduced emissions from deforestation and forest degradation. This impact can only be realized by the combined efforts of many different actors. To move towards achieving this impact, an appropriate enabling environment needs to be established for countries to integrate ecosystem-based and other supporting adaptation approaches into sectoral and national development strategies, to invest in energy efficiency and renewable energy and to implement

[8] UN-REDD Programme work is divided among the agencies based on comparative advantages, with UNEP focusing on REDD-plus, ecosystem services, biodiversity and green economy policies in the context of sustainable development and poverty eradication. REDD-plus includes five activities as defined in the Cancun Agreements: (i) reducing emissions from deforestation; (ii) reducing emissions from forest degradation; (iii) conservation of forest carbon stocks; (iv) sustainable management of forests; and (v) enhancement of forest carbon stocks.

REDD-plus strategies and finance approaches which take into account a global 2015 accord. UNEP will work with countries to strengthen their capacities to create this enabling environment, which is where UNEP can have a direct influence, and to which its efforts can be attributed.

67. To create the enabling environment for countries to increase their resilience in the face of climate change (expected accomplishment (a)), UNEP will work with interested countries to demonstrate ecosystem-based and supporting adaptation approaches on the ground. UNEP will also work with national agencies to help them integrate ecosystem-based and other adaptation approaches into sectoral and national development strategies. UNEP will provide several services to support these efforts:

(a) Vulnerability and impact assessments to inform the process of identifying priority areas of intervention;

(b) Tools and methods for adaptation planning and policy development will be tested to support planning and provide a basis for adaptive management in ecosystem-based adaptation, accompanied by guidance on their application in specific ecological contexts (coastal areas, river basins, island ecosystems and others) working closely with local stakeholders at specific demonstration sites and disseminating lessons learned through knowledge networks to guide planners and decision makers in their adaptation strategies.

68. UNEP will build on its ecosystem-based adaptation experience acquired throughout the medium-term strategy for the period 2010–2013 and will expand its ecosystem-based adaptation piloting work to additional ecosystems (freshwater and marine ecosystems and agro-ecosystems) and cities. Bringing in the relevant sectors of Government will be key to ensuring that ecosystem-based adaptation is factored into the management of different sectors. UNEP will work closely with partners to foster the scaling up of successful demonstration projects. Relevant partners include the International Union for Conservation of Nature (IUCN), UNDP, the World Conservation Monitoring Centre (WCMC), and the UNEP Collaborating Centre on Energy and Environment in Risoe, Demark.

69. The development outcome to which UNEP ultimately aims to contribute through its work under expected accomplishment (a) is the increasing mainstreaming of ecosystem-based adaptation approaches by participating countries, and their scaling up through the work of UNEP partner organizations. A key driver for the successful achievement of the development outcome is that policymakers in participating countries are sufficiently informed, involved and committed to implementing national-level adaptation interventions. In this regard, the establishment of effective engagement and collaboration with participating countries in implementing pilot adaptation activities and integrating climate change adaptation into national development strategies, as well as ensuring that participating countries have full access to knowledge networks and climate change tools and methodologies, are all mechanisms that are likely to bring about policymaker understanding of and support for ecosystem-based adaptation.

70. UNEP will help countries to access finance for adaptation through different funding windows and strengthen capacities to access finance directly so as to scale up approaches for ecosystem-based adaptation nationally. The organization will work with the private and the public sector in that regard. Close coordination will also be sought for mitigation readiness-related work, especially under the Green Climate Fund. UNEP will help countries to comply with their reporting obligations and other requirements under the Framework Convention on Climate Change.

71. In order to contribute with other agencies to improving energy efficiency and increasing the use of renewable energy globally, UNEP will help countries to strengthen individual and institutional capabilities in low-emission development planning (expected accomplishment (b)). Relevant sectors include the energy sector as well as industry, transport, housing, food and agriculture, and appliances; UNEP would work with countries to reduce energy intensity and demand in such sectors as well as to bring about a shift to renewable energy. This is in line with the United Nations Secretary-General's "Sustainable Energy for All" initiative, which has three complementary goals to be attained by 2030 by a number of partners, including UNEP: universal access to modern energy, doubling the share of renewable energy in the global energy mix, and doubling the global rate of improvement in energy efficiency. Along with capacity development, UNEP will help countries to create the necessary enabling environment for energy efficiency and renewable energy investment from supporting countries, from science to policy, technology and finance, with a specific focus on the interface between these elements. As the host of the secretariat for the Climate and Clean Air Coalition to Reduce Short-lived Climate Pollutants, UNEP will catalyse scaled-up efforts to reduce emissions of short-lived climate pollutants by supporting a coalition of countries and partners to increase awareness and knowledge, and undertake mitigation actions aimed at improved air quality, a slowing of near-term climate change and supporting sustainable development.

72. As the host of the Climate Technology Centre and Network (CTCN), UNEP will stimulate technology cooperation and enhance the development and transfer of technologies and assist developing country parties in strengthening their capacity to identify technology needs, facilitating the preparation and implementation of technology projects and strategies, taking into account gender considerations, supporting action on mitigation and adaptation and enhancing low-emission and climate-resilient development.

73. UNEP will continue to develop and pilot tools and new approaches for end use applications, as well as in buildings and cities, and in the transport sector. UNEP will also focus its mitigation work on mainstreaming and scaling up more established and proven activities and initiatives, mainly through technical assistance. A significant focus of UNEP mitigation work will be on finance readiness activities. UNEP will furthermore assist with technology planning and policy development, including in the form of nationally appropriate mitigation actions. Given this intervention strategy, different sectors of government (energy, transport, planning, finance, environment) as well as the private sector will be key stakeholders with whom UNEP will work.

74. Altogether, UNEP mitigation work under expected accomplishment (b) is expected to contribute towards the creation of an enabling environment and help remove barriers for energy efficiency and renewable energy investment. The development outcome that UNEP is working towards is that partner countries and businesses mainstream and scale up low-emission development pathways, as well as applying them to an increasing range of technologies. An assumption that may ultimately undermine the achievement of this development outcome is that the incentives for countries to use energy more efficiently are reduced as a result of external factors that are beyond the ability of UNEP to influence. Another assumption is that Governments agree to implement climate change mitigation on a multilateral basis. An impact driver that is likely to support the achievement of the development outcome is that UNEP maintains and further develops effective partnerships with United Nations partners on the ground, the achievement of which forms an important aspect of many of the outputs and activities delivered under expected accomplishment (b).

75. The development outcome of the REDD-plus related work (expected accomplishment (c)) of UNEP is that countries will implement transformative REDD-plus strategies aimed at delivering sustainable forest management and conserving forest carbon stocks, as well as mainstreaming these strategies in their national development planning processes (a result to which UNEP contributes with partners). To that end, the immediate outcome of UNEP work in this area will be to strengthen the capacity of countries to develop and implement REDD-plus strategies and finance approaches. In order to facilitate this outcome, UNEP will develop tools and provide technical services that incorporate the multiple benefits of REDD-plus, taking into account environmental and social considerations, including biodiversity and green economy approaches. Key actors with whom UNEP will work will be Governments (the forest, environment, finance and planning sectors), the private sector and, in particular, civil society, given the importance of local community involvement. FAO and UNDP are working with UNEP to ensure that such transformative land management approaches can achieve emission reductions from avoided deforestation and forest degradation in the long term, taking into account the Warsaw Framework for REDD-plus. A key impact driver in the achievement of the development outcome will be that stakeholder collaboration mechanisms in the areas of climate, forest and agroforestry and development are established.

Outputs planned for the biennium in pursuit of expected accomplishment (a): Adaptation approaches, including an ecosystem-based approach, are implemented and integrated into key sectoral and national development strategies to reduce vulnerability and strengthen resilience to climate change impacts			
Programme of work output	*Division accountable*[9]	*Contributing division(s)*	*Scope*[10]
1. Methods and tools for adaptation developed and piloted, and disseminated through knowledge networks along with adaptation approaches, research results, lessons learnt and good practices (Partners: World Bank, UNDP, UNEP-WCMC, IUCN)	DEPI	DEWA Regional offices	Global/regional
2. Technical support provided to countries to implement ecosystem-based adaptation demonstrations and supporting adaptation approaches, and to scale up these through partnerships at the regional and country levels (Partners: IUCN, UNDP)	DEPI	Regional offices	Regional
3. Support provided to countries to develop adaptation-related policies and plans, to integrate ecosystem-based and supporting adaptation approaches into national and sectoral development policies, plans and strategies, and to develop legal and regulatory frameworks (Partners: UNDP)	DEPI	DEPI DELC Regional offices	Regional
4. Technical support provided to countries to address Framework Convention on Climate Change adaptation planning and reporting requirements (Partners: UNFCCC secretariat)	DEPI	DELC Regional offices	Global/regional
5. Support provided to countries to improve access to public and private global, regional and national adaptation finance, strengthen readiness for deploying finance and apply innovative finance mechanisms (Partners: Adaptation Fund, GCF secretariat UNEP FI, Frankfurt School of Finance and Management, BMU/GIZ)	DEPI	Regional offices	Global/regional
6. Outreach and awareness-raising promoted for adaptation-related science, practices, policies, and UNEP initiatives including for climate change negotiations. (Partners: UNCG, UNESCO, UNFCCC, UNGC)	DCPI	DEPI DELC Regional offices	Global

[9] Assigning accountability for the delivery of a programme of work output to a division does not imply that it will deliver the output on its own. It may work with one of more contributing divisions or regional offices, collaborating centres or external partners in the delivery of an output.

[10] The scope of this work is listed as "global", "regional" or "global/regional", depending on whether the output will be delivered primarily at the global level (global) or at the regional or national levels (regional), or will have global and regional/national dimensions (global/regional).

Outputs planned for the biennium in pursuit of expected accomplishment (b): Energy efficiency is improved and the use of renewable energy is increased in partner countries to help reduce greenhouse gas emissions and other pollutants as part of their low-emission development			
Programme of work output	*Division accountable*	*Contributing division(s)*	*Scope*
1. Support provided to a coalition of countries and partners to foster increased awareness, knowledge and mitigation actions on short-lived climate pollutants (Partners: State and non-State partners, e.g., Bangladesh, Ghana, Mexico, Sweden, United States of America, SEI, UNDP)	DTIE	DEWA DELC Regional offices	Global
2. Scientific knowledge generated on emerging issues relevant to low-emission development decision-making and policy (Partners: URC, BMU)	DEWA	DTIE	Global
3. Tools and approaches designed and piloted in countries that allow them to develop mitigation plans, policies, measures and low-emission development strategies, and to spur investment and innovation within selected sectors in a manner that can be monitored, reported and verified Partners: Private sector (e.g., Osram, Phillips), URC)	DTIE	DELC DEWA Regional offices	Global/regional
4. Technical support provided to countries and partners to plan and implement and scale up sectoral initiatives and to make renewable energy and energy efficiency projects affordable and replicable (Partners: Frankfurt School, URC, UNEP FI)	DTIE	Regional offices	Global/regional
5. Country readiness strengthened by providing policy and pre-investment support to make climate initiatives and projects bankable and replicable (Partners: UNDP, WRI)	DTIE		
6. Technical support provided to countries to address Framework Convention on Climate Change obligations, including monitoring and reporting requirements, and to mainstream their results into national development planning processes in collaboration with United Nations Country Teams and partners (Partners: UNFCCC secretariat)	DTIE	DELC Regional offices	Global/regional
7. Technical support provided to countries through the Climate Technology Centre established under the Framework Convention on Climate Change and partnerships and multi-stakeholder networks facilitated to stimulate and encourage the development and transfer of climate technologies (Partners: UNIDO, CTCN consortium partners)	DTIE	DEPI DELC Regional offices	Global/regional
8. Partnerships and multi-stakeholder networks facilitated to share knowledge about climate technology and policy options	DTIE	Regional offices	
9. Outreach and awareness-raising promoted for mitigation-related science, practices, policies and UNEP initiatives, including for climate change negotiations (Partners: UNCG, UNESCO, UNFCCC, UNGC)	DCPI	DTIE DEWA DELC Regional offices	Global

Outputs planned for the biennium in pursuit of expected accomplishment (c): Transformative strategies and finance approaches for reducing emissions from deforestation and forest degradation (REDD-plus) are developed and implemented by developing countries with the aim of reducing emissions from deforestation and forest degradation and bringing multiple benefits for biodiversity and livelihoods

Programme of work output	*Division accountable*	*Contributing division(s)*	*Scope*
1. Support provided, in partnership, to countries to develop and implement national REDD-plus strategies, incorporating multiple benefits and green investments (Partners: FAO, UNDP)	DEPI	DTIE Regional offices	Global/regional
2. Tools developed and technical services provided for promoting multiple benefits, green economy and green investment approaches in REDD-plus planning (Partners: FAO, UNDP)	DEPI	DCPI DEWA DELC DTIE	Global
3. Global, regional and national strategic partnerships established for transformative land management approaches to achieve emission reductions from deforestation and forest degradation by addressing key drivers of deforestation, especially from agriculture and other land use sectors (Partners: FAO, UNDP)	DEPI	Regional offices	Global/regional

External factors

76. The expected accomplishments and outputs of the subprogramme are in line with the United Nations Framework Convention on Climate Change negotiations in the areas of independent scientific information that could sustain greater ambition in terms of both mitigation and adaptation plans. UNEP will support developing countries to identify and transfer appropriate technologies, capacity-building and corresponding sources of finance. If priorities change or specific requests for UNEP support are received from member States, UNEP will revisit its proposed activities in consultation with the member States. Innovative policy and financial instruments will build on trends and flexibility to address economic and financial circumstances. The subprogramme will respond to developments in the context of the global climate change agreement to be concluded by 2015 and enter into force no later than 2020.

Table 6
Resource projections by category: climate change

Category	*Resources (thousands of United States dollars)* 2014–2015	Changes	2016–2017	*Posts* 2014–2015	Changes	2016–2017
A. Environment Fund						
Post	20 512	93	20 605	70	(2)	68
Non-post	18 999	6 453	25 452			
Subtotal, A	**39 510**	**6 546**	**46 057**	**70**	**(2)**	**68**
B. Trust and earmarked funds						
Trust and earmarked funds	46 527	2 094	48 620	32	–	32
Subtotal, B	**46 527**	**2 094**	**48 620**	**32**	**–**	**32**
C. GEF trust funds						
GEF trust funds	31 892	1 003	32 895	15	2	17
Subtotal, C	**31 892**	**1 003**	**32 895**	**15**	**2**	**17**
D. Programme support costs						
Programme support costs	1 628	(305)	1 323	8	(2)	6
Subtotal, D	**1 628**	**(305)**	**1 323**	**8**	**(2)**	**6**
E. Regular budget						
Post	2 866	1 141	4 007	8	3	11
Non-post	239	311	549			
Subtotal, E	**3 105**	**1 451**	**4 556**	**8**	**3**	**11**
Total (A+B+C+D+E)	**122 662**	**10 790**	**133 451**	**133**	**1**	**134**

Note: Figures may vary slightly owing to rounding off. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature and their levels are subject to change.

Subprogramme 2
Disasters and conflicts

Objective of the organization: To promote a transition within countries to the sustainable use of natural resources and reduced environmental degradation to protect human well-being from the environmental causes and consequences of natural and man-made disasters

Expected accomplishments	Indicators of achievement
(a) The capacity of countries to use natural resource and environmental management to prevent and reduce the risk of natural and man-made disasters is improved	(a) (i) Percentage of countries vulnerable to natural and man-made disasters that progress at least one step in four of six categories in the country capacity framework[11] for natural resource and environmental management, with the assistance of UNEP *Performance measures* (Percentage of countries vulnerable to natural and man-made disasters that progress at least one step in four of six categories in the country capacity framework) December 2013 (baseline): 90 per cent of countries assisted by UNEP since January 2010 December 2015 (estimate): 95 per cent Progress expected as at December 2016: 97 per cent December 2017: 100 per cent (ii) Increased number of United Nations policies, programmes and training courses on risk reduction that integrate best practices in sustainable natural resource management based on UNEP reports and inputs *Performance measures* (Number of United Nations policies, programmes and training courses) December 2013 (baseline): 5 policies, 5 programmes, 5 training courses since January 2010 December 2015 (estimate): 7 policies, 7 programmes, 7 training courses Progress expected as at December 2016: 8 policies, 8 programmes, 8 training courses December 2017: 9 policies, 9 programmes, 9 training courses

[11] UNEP will measure progress in achieving the expected accomplishments using a composite indicator based on a country capacity framework. This framework, which is based on 15 years of experience in some 50 countries affected by disasters and conflicts, allows for the measurement of progress in six different categories of capacity for environment and natural resource management at the national level: (i) access to information and availability of data; (ii) policy and planning; (iii) laws; (iv) institutions; (v) implementation and enforcement capacity; and (vi) public participation in decision-making. In each of the six categories, there are several steps that reflect a gradual expansion of capacity.

(b) The capacity of countries to use natural resource and environmental management to support sustainable recovery from natural and man-made disasters is improved	(b) (i) Percentage of countries affected by natural and/or man-made disasters that progress at least one step in four of six categories in the country capacity framework for natural resource and environmental management, with the assistance of UNEP *Performance measures* (Percentage of countries affected by natural and man-made disasters that progress at least one step in four of six categories in the country capacity framework) December 2013 (baseline): 90 per cent of countries assisted by UNEP since January 2010 December 2015 (estimate): 95 per cent Progress expected as at December 2016: 97 per cent December 2017: 100 per cent (ii) Increased percentage of national recovery plans that prioritize environment and natural resource management needs based on UNEP assistance *Performance measures* (Ratio of UNEP interventions to number of national recovery plans that include environmental priorities) December 2013 (baseline): 75 per cent December 2015 (estimate): 80 per cent Progress expected as at December 2016: 82 per cent December 2017: 85 per cent

Strategy

77. Responsibility for the leadership of the disasters and conflicts subprogramme rests with the Director of the Division of Environmental Policy Implementation. UNEP aims to help countries affected by or vulnerable to natural and man-made disasters to integrate environmental risks and opportunities into national development plans and post-crisis recovery programmes in order to contribute to more equitable, inclusive and sustainable development. Synergies will be leveraged from UNEP work on biodiversity and ecosystem services, and climate change adaptation. UNEP will integrate gender perspectives in project design and use gender-sensitive indicators to contribute to the knowledge on sex-differentiated and age-differentiated impacts of natural and man-made disasters to influence policymaking processes.

78. Within the existing mandate of UNEP, including from Governing Council decision 26/15 on strengthening international cooperation on the environmental aspects of emergency response and preparedness, and without duplicating the efforts of other organizations responsible for crisis response or risk reduction, UNEP will work through strategic partnerships to support countries to address the environmental causes and consequences of natural and man-made disasters as follows:

(a) UNEP will provide early warning and risk assessments, policy guidance and training to enable requesting Governments to use sustainable natural resource management to reduce the risk of natural and man-made disasters. In particular, UNEP will demonstrate the role that improved ecosystem management can play in achieving risk reduction, vulnerability reduction and local resilience. UNEP will catalyse the uptake by countries and United Nations partners of an ecosystem-based approach to disaster risk reduction. UNEP will help stakeholders to use the environment as a platform for cooperation to reduce the risk of natural and man-made disasters. UNEP will leverage impact through partnerships in the United Nations system and the broader international community, including the International Strategy for Disaster Reduction (ISDR), the World Bank and others which are critical to extending its capacity and scaling up results, notably by mainstreaming environmental best practices into its own policy and planning processes;

(b) UNEP will also provide environmental expertise for emergency response and crisis recovery operations at the subregional, national and subnational levels, upon request from Governments directly or through mechanisms such as humanitarian response clusters, early recovery

programmes and post-crisis needs assessments. UNEP will assess acute environmental risks from natural and man-made disasters, and provide early warning to minimize any adverse impacts on human life (taking into consideration sex-differentiated and age-differentiated impacts) and the environment, integrate environmental considerations into relief and recovery programmes, and design and technically support environmental clean-up and ecosystem restoration operations carried out by partners. With the United Nations country teams and other partners, UNEP will provide, upon request by Governments, policy guidance and assistance in developing and implementing legislative and institutional frameworks for sustainable natural resource and environmental management at the national and subregional levels to support economic recovery and the creation of green jobs in the context of sustainable development. UNEP will, upon request, help stakeholders to use the environment as a platform for cooperation in the context of recovery and reconstruction. The strong partnerships established over the last 15 years with key humanitarian, development and peace and security actors will serve as the cornerstone of the UNEP approach, ensuring not only that environmental considerations are integrated into the support provided to crisis-affected countries, but also that results are sustained and scaled up. Key partners include the Advisory Group on Environmental Emergencies, the Office for the Coordination of Humanitarian Affairs, UNDP, the Peacebuilding Commission, the Department of Peacekeeping Operations and the Department of Field Support.

Achieving results: causal relationships

79. The main impact to which the disasters and conflicts subprogramme seeks to contribute is that human well-being is protected from the environmental causes and consequences of natural and man-made disasters. To achieve this impact, UNEP will work with countries affected by or vulnerable to natural and man-made disasters – as well as with the United Nations system that supports those countries – to reduce environmental degradation and promote a transition towards the sustainable use of natural resources, focusing its efforts at the level at which it has direct influence: capacity development.

80. The subprogramme's two expected accomplishments capture the immediate outcome of UNEP assistance, delivered in the form of assessments, policy support, technical assistance and training: improved national capacity to use environmental management for natural and man-made disaster risk reduction on the one hand, and for sustainable post-crisis recovery on the other. The anticipated development outcome of UNEP efforts in this regard and the ultimate measure of success will be the extent to which key national government agencies incorporate and apply these environmental management processes in their national development and recovery strategies and actions, a result to which UNEP contributes. The progressive development of national capacity will be tracked through a country capacity framework or composite indicator covering six different categories of capacity.

81. Effective partnerships within and outside the United Nations system, both at the global policy level and in the field, are key to ensuring that UNEP efforts result in meaningful and lasting change. By working hand in hand with humanitarian and development agencies, UNEP can influence the policies that shape risk reduction and crisis response and recovery programmes across the globe; by working with United Nations country teams and national actors on the ground, UNEP ensures the uptake and sustainability of results far beyond its own presence and actions. Given that UNEP does not have the capacity to maintain a field presence in a large number of countries or for long periods of time, leveraging partnerships with actors that do is essential to achieving a higher level of result. In this respect, UNEP will measure its success by monitoring the extent to which the United Nations and other humanitarian and development actors working in countries vulnerable to or affected by natural and man-made disasters apply environmental management processes in their interventions.

82. The subprogramme's theory of change identifies a set of impact drivers and assumptions that are likely to influence the delivery of the three anticipated development outcomes and, ultimately, the achievement of impact. Of particular importance is the need to ensure that mechanisms are in place to enable cooperation between national agencies responsible for the mitigation of natural and man-made disasters, as well as those responsible for environmental management, which is considered an impact driver as it can and is being addressed through UNEP interventions. Another critical impact driver is the need to ensure that pilot initiatives supported by UNEP are ultimately mainstreamed at the national level in policies, regulations and implementation capacity. This aspect is also being addressed through the subprogramme, and the achievements made in this regard will be measured through the country capacity framework. As detailed above, the establishment of effective partnerships both within and outside the United Nations system is another crucial impact driver, which, if successful, has significant potential to scale up and sustain the outcomes of the subprogramme.

83. In this subprogramme, UNEP efforts are focused on a relatively small number of countries owing to the level of investment needed to ensure lasting results and contribute to transformational change in vulnerable and crisis-affected contexts. In order to maximize its investments, UNEP seeks insofar as possible to concentrate its work in countries it is already assisting, including through other subprogrammes, such as climate change and ecosystems management. This allows projects to build on results to date, and capitalize on existing partnerships and project infrastructure. However, the unpredictable nature of the events to which UNEP is mandated to respond imposes some flexibility in this respect. In order to ensure that UNEP assistance is used in the most effective way, a clear and defined set of country selection criteria has been developed for the subprogramme.

Outputs planned for the biennium in pursuit of expected accomplishment (a): The capacity of countries to use natural resource and environmental management to prevent and reduce the risk of natural and man-made disasters is improved			
Programme of work output	*Division accountable*	*Contributing division(s)*	*Scope*
1. Risk assessments and policy support delivered to countries, regions and United Nations partners, in order to catalyse environmental cooperation, system-wide coherence and practical mitigation action to address environmental factors contributing to natural and man-made disaster risk (Partners: ISDR, Partnership for Environment and Disaster Risk Reduction (PEDRR), IUCN, UNDP, World Bank, Peacebuilding Commission, DPA, DPKO, DFS, European Union, OSCE, ECE, UN-Habitat, UN-Women, UNESCO)	DEPI	DEWA Regional offices	Global/regional
2. Risk information and training provided to countries in order to improve national preparedness to respond to and mitigate acute environmental risks caused by natural and man-made disasters (Partners: OCHA, Advisory Group on Environmental Emergencies, ISDR, European Union Civil Protection Mechanism (EUCP), Swedish Civil Contingencies Agency (MSB))	DEPI	DTIE DEWA Regional offices	Global/regional
3. Training and technical assistance on institutional and legal frameworks provided to countries to improve national and local preparedness to respond to and mitigate environmental risks caused by industrial accidents (Partners: OCHA, ISDR, Asian Disaster Preparedness Centre (ADPC), Norwegian Directorate for Civil Protection (DSB), MSB)	DTIE	DELC DEPI Regional offices	Global/regional
4. Outreach tools developed for raising awareness of the environmental causes and consequences of natural and man-made disasters and promoting the sound management of natural resources as a tool for natural and man-made disaster risk reduction in vulnerable countries (Partners: Press and media organizations, DPI, communications divisions of key United Nations system partners)	DCPI	DEPI Regional offices	Global

Outputs planned for the biennium in pursuit of expected accomplishment (b): The capacity of countries to use natural resource and environmental management to support sustainable recovery from natural and man-made disasters is improved			
Programme of work output	*Division accountable*	*Contributing division(s)*	*Scope*
1. Technical assistance rapidly mobilized and coordinated to identify immediate environmental risks to human health stemming from natural and man-made disasters and catalyse mitigating action by affected countries and United Nations partners (Partners: OCHA, United Nations Disaster Assessment and Coordination Team (UNDAC), Advisory Group on Environmental Emergencies)	DEPI	Regional offices	Regional
2. Comprehensive field-based scientific assessments conducted in post-crisis countries to identify and integrate environmental risks and opportunities into recovery and peacebuilding strategies Partners: United Nations country teams, UNDP, World Bank, European Union, OCHA, Peacebuilding Commission, UNOPS, with technical support from FAO, WHO, UNICEF, UNHCR, etc., as needed)	DEPI	DEWA Regional offices	Regional
3. Policy support and technical assistance provided to post-crisis countries and United Nations partners to increase the environmental sustainability of recovery and peacebuilding programmes and catalyse environmental action, uptake of green economy approaches and the development of environmental legislation (Partners: United Nations country teams, UNDP, UNOPS, FAO, OCHA, UNHCR, UNICEF, DPKO, DFS, World Bank, regional development banks, UN-Women)	DEPI	DTIE DELC Regional offices	Regional

External factors

84. The subprogramme is expected to achieve its expected accomplishments provided that members States demonstrate the political will and commitment to address the environmental causes and consequences of natural and man-made disasters, that levels of funding allocated to the subprogramme are sufficient to meet the environmental priorities of countries – particularly by sustaining UNEP presence in the field – and that major United Nations and other international policy processes continue to prioritize addressing the environmental causes and consequences of natural and man-made disasters.

Table 7
Resource projections by category: disasters and conflicts

Category	*Resources (thousands of United States dollars)*			*Posts*		
	2014–2015	*Changes*	*2016–2017*	*2014–2015*	*Changes*	*2016–2017*
A. Environment Fund						
Post	10 493	(148)	10 345	40	(2)	38
Non-post	7 394	3 056	10 450			
Subtotal, A	**17 886**	**2 908**	**20 795**	**40**	**(2)**	**38**
B. Trust and earmarked funds						
Trust and earmarked funds	22 185	998	23 183	15	–	15
Subtotal, B	**22 185**	**998**	**23 183**	**15**	–	**15**
C. GEF trust funds						
GEF trust funds	–	–	–	–	–	–
Subtotal, C	–	–	–	–	–	–
D. Programme support costs						
Programme support costs	991	–	991	4		4
Subtotal, D	**991**	–	**991**	**4**	–	**4**
E. Regular budget						
Post	1 992	943	2 934	6	3	9
Non-post	175	58	233			
Subtotal, E	**2 166**	**1 001**	**3 167**	**6**	**3**	**9**
Total (A+B+C+D+E)	**43 229**	**4 907**	**48 136**	**65**	**1**	**66**

Note: Figures may vary slightly owing to rounding off. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature and their levels are subject to change.

Subprogramme 3
Ecosystem management

Objective of the organization: To promote a transition to integrating the conservation and management of land, water and living resources to maintain biodiversity and ecosystem services sustainably and equitably

Expected accomplishments	Indicators of achievement
(a) Use of the ecosystem approach in countries to maintain ecosystem services and sustainable productivity of terrestrial and aquatic systems is increased	(a) (i) Increased percentage of countries integrating the ecosystem approach into sector-based natural resource management, with the assistance of UNEP *Performance measures* (Percentage of countries in which sectoral and national policies and planning documents integrate an ecosystem approach to natural resource management) December 2013 (baseline): not applicable December 2015 (estimate): baseline study to be conducted Progress expected as at December 2016: 10 per cent increase over baseline December 2017: 20 per cent increase over baseline (ii) Increased ratio of river basins where the ecosystem approach is approved by governing bodies or under implementation by parties, to the total number of river basins in countries, with the assistance of UNEP *Performance measures* (Percentage of river basins in countries assisted by UNEP for which management plans use the ecosystem approach or for which the ecosystem approach is approved by their governing bodies) December 2013 (baseline): 0 per cent December 2015 (estimate): 60 per cent Progress expected as at December 2016: 80 per cent December 2017: 100 per cent (iii) Increased percentage of countries that are improving their water quality frameworks based on the international water quality guidelines, with the assistance of UNEP *Performance measures* (Number and percentage of countries assisted by UNEP adopting and implementing the international water quality guidelines to improve water quality) December 2013 (baseline): 0 per cent December 2015 (estimate): 15 countries, 8 per cent Progress expected as at December 2016: 31 countries 16 per cent December 2017: 45 countries (23 per cent) (iv) Increased percentage of area managed using an ecosystem approach out of the total area covered by countries, with the assistance of UNEP *Performance measures* (Percentage of area covered by an ecosystem-level or landscape-level planning framework in countries assisted by UNEP) December 2013 (baseline): not applicable

	December 2015 (estimate): baseline study to be conducted Progress expected as at December 2016: 10 per cent increase over baseline December 2017: 20 per cent increase over baseline (v) Increased percentage of area, by country or by group of countries that share transboundary ecosystems, of land or watershed ecosystem restoration, with the assistance of UNEP *Performance measures* (Percentage of area of land or watershed restored or under active restoration) December 2013 (baseline): to be decided December 2015 (estimate): to be decided Progress expected as at December 2016: to be decided December 2017: to be decided
(b) Use of the ecosystem approach in countries to sustain ecosystem services from coastal and marine systems is increased	(b) (i) Increased percentage of countries and corporations adopting action plans to reduce marine litter and wastewater in coastal and marine ecosystems, with the assistance of UNEP *Performance measures* (Number and percentage of countries in which national or municipal action plans to reduce marine litter and wastewater in coastal and marine ecosystems are adopted) December 2013 (baseline): 83 countries, 43 per cent December 2015 (estimate): 90 countries, 46 per cent Progress expected as at December 2016: 93 countries, 47 per cent December 2017: 97 countries, 50 per cent (ii) Increased percentage of countries and corporations adopting action plans to reduce untreated wastewater in coastal and marine systems, with the assistance of UNEP *Performance measures* (Number and percentage of countries in which national or local action plans to reduce untreated waste water in coastal and marine ecosystems are adopted) December 2013 (baseline): 83 countries, 35 per cent December 2015 (estimate): 86 countries, 44 per cent Progress expected as at December 2016: 88 countries, 45 per cent December 2017: 89 countries, 50 per cent (iii) Increased percentage of regional seas[12] for which the ecosystem approach is being implemented by parties, with the assistance of UNEP *Performance measures* (Percentage of regional seas for which the ecosystem approach is approved by governing bodies or being

[12] More than 143 countries participate in 13 regional seas programmes established under the auspices of UNEP for the following regions: the Black Sea, Wider Caribbean, East Asian Seas, Eastern Africa, South Asian Seas, Regional Organization for the Protection of the Marine Environment (ROPME) Sea Area, Mediterranean, North-East Pacific, Northwest Pacific, Red Sea and Gulf of Aden, South-East Pacific, Pacific, and Western Africa. Six of these programmes are directly administered by UNEP. There are five such programmes that have not been established under the auspices of UNEP.

		implemented by parties) December 2013 (baseline): 39 per cent (7 out of 18 regional seas) December 2015 (estimate): 50 per cent (9 out of 18 regional seas) Progress expected as at December 2016: 60 per cent December 2017: 67 per cent (12 out of 18 regional seas) (iv) Increased percentage of area covered by an ecosystem-based management plan out of the total area covered by countries, with the assistance of UNEP *Performance measures* (Percentage of marine and coastal area covered by an ecosystem-based management plan out of the total area) December 2013 (baseline): to be decided December 2015 (estimate): to be decided Progress expected as at December 2016: to be decided December 2017: to be decided
(c) Services and benefits derived from ecosystems are integrated with development planning and accounting and the implementation of biodiversity-related and ecosystem-related multilateral environmental agreements	(c)	(i) Increased percentage of countries that integrate priority ecosystem services into their national accounting planning processes, with the assistance of UNEP *Performance measures* (Percentage of countries with systems of national accounts or satellite accounts for natural capital) December 2013 (baseline): to be decided (stocktaking required) December 2015 (estimate): +4 countries (converted into percentage of countries assisted by UNEP) Progress expected as at December 2016: +8 countries (converted into percentage of countries assisted by UNEP) December 2017: +10 countries (converted into percentage of countries assisted by UNEP) (ii) Percentage of countries that have revised at least one of their environmental policy frameworks and one of their development plans to integrate biodiversity and ecosystem services, with the assistance of UNEP *Performance measures* (Percentage of countries in which two or more national and/or sectoral policy frameworks have been revised to integrate biodiversity and ecosystem services[13]) December 2013 (baseline): to be established December 2015 (estimate): to be decided Progress expected as at December 2016: baseline +85 countries (converted into percentage of number of countries assisted by UNEP) December 2017: 20 per cent baseline + 90 countries (converted into percentage of number of countries assisted by UNEP)

[13] Different countries would have different needs and priorities, building on what is already in place. In some countries the focus and support might be on agricultural policies, while in others they might be on energy policies or development plans.

Strategy

85. Responsibility for the leadership of the subprogramme rests with the Director of the Division of Environmental Policy Implementation. In applying the 12 principles of the Ecosystem Approach enunciated by the Convention on Biological Diversity, UNEP aims to catalyse understanding and the use by countries of the approach that integrates the management of land, water and living resources. The aim is to conserve biodiversity, integrate the value of natural capital in decision-making and restore or sustain ecosystem services for food security and improved water quality that are essential for sustainable development and poverty reduction. The integration of communities, indigenous people and gender perspectives, and the use of gender-sensitive indicators at the project level, are key for UNEP. UNEP will ensure complementarity with its work on ecosystem-based approaches to climate change adaptation and disaster risk reduction.

86. Ensuring a regional balance, UNEP will work with secretariats of biodiversity-related multilateral environmental agreements, and through long-term partnerships within the United Nations system and with other key partners, to leverage impact and support countries to achieve the Aichi Biodiversity Targets as follows:

(a) UNEP will enhance the use of an ecosystem approach within planning, management and decision-making frameworks that affect biodiversity and the provision of services from terrestrial and freshwater ecosystems. UNEP will contribute to the challenge of feeding a growing global population in a sustainable manner and improving water quality while promoting sustainable patterns of consumption and production, conservation of biodiversity and related ecosystems and governance reforms that enable participatory, cross-sectoral approaches to maintain biodiversity, ecosystem services and the productivity of landscapes and interdependent ecosystems. Emphasis will be given to conserving biodiversity and maintaining the ecosystem services that are important for human well-being and provisioning, especially food security and water quality. Attention will also be given to equity issues, including access and benefit-sharing, taking into consideration varying gender roles, on how vulnerable and disadvantaged communities could be compensated or rewarded. UNEP will support the scaling up of ecosystem management tools and methodologies to attain sectoral goals, tailoring innovative approaches to specific sectors to enable the integration of an ecosystem approach into their planning processes;

(b) UNEP will also support countries to implement ecosystem-based management to restore or sustain marine and coastal biodiversity and ecosystem services, particularly food provisioning. Upon request by countries, UNEP activities, which will cut across national maritime boundaries, will include managing human activities that have a negative impact on coastal and marine ecosystems, particularly coral reefs and mangroves, with particular attention paid to the dynamic relationship between land-based activities and the marine environment. UNEP will assist countries and regional bodies to customize and apply ecosystem management through the piloting, learning and transferring of good practices across different ecosystem contexts. UNEP will also support countries to adopt broader management reforms, involving gender-sensitive participatory approaches and private-public partnerships, to restore or maintain marine and coastal ecosystem services and their associated biodiversity. Particular attention will be paid to the growing pressures from climate change, coastal development, resource extraction and pollution. UNEP will build upon successful programmes and structures, such as the regional seas conventions and action plans and the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities (GPA). Demonstration projects will catalyse the uptake and integration of the approach targeting specific sectors including water, fisheries and, agriculture;

(c) UNEP will strengthen the science-policy interface at the global, regional and national levels and provide leadership in the work of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services in collaboration with relevant bodies. UNEP will also assist countries to create the institutional, legal and policy conditions necessary to integrate biodiversity and ecosystem services into their development planning, decision-making, accounting and budgetary processes. This will involve the economic valuation of ecosystems and biodiversity in conjunction with the standard system of national accounts to provide better measures of economic performance and mainstreaming of natural capital in national development plans and programmes in line with countries' biodiversity-related multilateral environmental agreement commitments, particularly the Aichi Biodiversity Targets. Assistance will be provided to countries, upon request, to find innovative ways of financing and to create favourable policy and institutional conditions for access and benefit sharing, in support of the Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from Their Utilization to the Convention on Biological Diversity. UNEP will work to ensure that the ecosystem approach is integrated in development planning, thereby demonstrating to countries the value of ecosystem services, and encourage countries to increase their

national budget allocation to manage ecosystems sustainably. UNEP will, upon request, assist countries to introduce macroeconomic indicators that incorporate ecosystem considerations. UNEP will assist countries to meet their planning and reporting obligations under the biodiversity-related multilateral environmental agreements, engaging with the secretariat of the Convention on Biological Diversity to ensure UNEP support to help countries to implement the Strategic Plan for Biodiversity 2011–2020 and achieve the Aichi Biodiversity Targets, in coordination with the secretariats of the multilateral environmental agreements.

Achieving results: causal relationships

87. The most significant impact that the ecosystem management subprogramme aims to contribute to is that countries possess functional and resilient ecosystems that are able to provide ecosystem services sustainably and equitably for human well-being, a result to which UNEP contributes along with other actors. The vision for the subprogramme is that ecosystems are well conserved and sustainably used while maintaining the functioning and delivery of ecosystem services critical for sustaining a healthy planet, biodiversity, socioeconomic growth and benefits that are essential for all people.

88. To achieve this impact, the key development outcomes to which UNEP aims to contribute are that countries are increasingly able to practice integrated management of terrestrial and freshwater ecosystems and are mainstreaming cross-sectoral and integrated ecosystem management principles in their development and planning processes (expected outcome (a)) and similarly with regard to the management of coastal and marine ecosystems (expected accomplishment (b)). Another key development outcome is that the services and benefits derived from ecosystems are increasingly integrated into national development planning and accounting (expected accomplishment (c)). Such development outcomes will mean that more ecosystems, including terrestrial ecosystems, regional seas and river basins, are managed using an ecosystem approach and, in turn, that certain pollutants, such as untreated wastewater and marine litter, decrease while water quality increases. In addition, an ecosystem approach would be adopted in more sectors, such as agriculture, in order to manage the goods and services from such sectors.

89. To enable countries to achieve these development outcomes, the immediate outcomes of UNEP assistance are focused on strengthening countries' capacities to assess and value critical terrestrial and aquatic ecosystems, as well as coastal and marine ecosystems, understand key threats to their integrity, and plan for their effective management, sustainable use and restoration. UNEP will also work to develop countries' capacities to identify, understand, value economically and account appropriately for the services and benefits derived from ecosystems in national development and planning processes. These areas of focus define the comparative advantage of UNEP and could result in long-term and sustainable outcomes at the national level.

90. In developing the capacities of countries, UNEP will support ministries in charge of environment as well as other important sectors (e.g., ministries of finance and economic planning, energy, and development) to understand how ecosystem services affect the goals for different sectors of Government. In encouraging such a critical collaboration, synergies will be sought with other UNEP work on ecosystems, such as ecosystem-based adaptation, natural and man-made disasters and REDD-plus.

91. A key assumption underlying the successful achievement of the subprogramme's development outcomes is that national Governments are willing to engage in cross-sectoral collaboration and are willing to institutionalize this collaboration in the long term. UNEP will work with countries to establish the value of such collaboration, including with local stakeholders and the private sector, and the nature and process by which mechanisms for collaboration can be put in place. Impact drivers that will also be instrumental in the achievement of the development outcomes are that countries have access to the appropriate tools, methodologies and policy options to enable them to mainstream and scale up pilot ecosystem management approaches at the national level, and that these tools, methodologies and policy options are as far as possible standardized, thereby avoiding duplication of effort and enabling the scaling up of successful approaches. The broader partnerships of UNEP within the United Nations system and with other partners are likely to be key in this regard, and UNEP will ensure involvement of these players from the start of its interventions.

92. Other key drivers for the successful achievement of the development outcomes will be that ecosystem management principles and approaches piloted at local sites are eventually integrated into national-level development and planning policies, processes and governance frameworks and that strong inter-agency cooperation developed at the site level can be scaled up to the national level. It will also be important for UNEP to see how traditional knowledge and the customary practices of

indigenous peoples and local communities can be of value if incorporated into ecosystem management planning, policies and initiatives.

93. Concerning the development outcome of integrating ecosystem services and benefits in national accounting, a key driver will be that decision makers and government agencies with responsibility for formulating financial and accounting policies have increased understanding and access to information concerning the value of priority ecosystems and services, and their impact on food production and poverty reduction. UNEP will address this driver by ensuring that its country-level support prioritizes the engagement of these institutions alongside agencies responsible for environmental matters, and that it works in close collaboration with other United Nations entities and partners in targeting national financial and development institutions. Key initiatives include UNEP work with partners on "The Economics of Ecosystems and Biodiversity" (TEEB). However, a critical assumption underlying these efforts is that national decision makers have the political will to prioritize the long-term economic, environmental and social benefits derived from the ecosystem approach over the short-term benefits of unsustainable management approaches.

94. Thus, while the immediate outcome of UNEP efforts, directly attributable to UNEP, will be increased institutional capacities to manage ecosystems adequately, the ultimate measure of the success of UNEP work under the ecosystem management subprogramme will be the extent to which terrestrial ecosystems, river basins and regional seas are being managed by national or transboundary governing bodies according to cross-sectoral and integrated ecosystem management principles. This would mean that countries take initiatives in improving their water quality framework; engaging in cross-sectoral collaboration for managing ecosystems, integrating priority ecosystem services into their national accounting and development processes and, in the case of coastal and marine ecosystems, reducing marine litter and untreated wastewater.

Outputs planned for the biennium in pursuit of expected accomplishment (a): use of the ecosystem approach in countries to maintain ecosystem services and sustainable productivity of terrestrial and aquatic systems is increased			
Programme of work output	*Division accountable*	*Contributing division(s)*	*Scope*
1. Partnerships, technical support, education and awareness-raising provided to countries to strengthen their development planning and investment decisions to apply ecosystem approaches for a green economy and for the protection and rehabilitation of forests, wetlands and other terrestrial ecosystems under threat (Partners: IUCN, national agencies, WWF, UNEP-WCMC, UNDP, CGIAR, GRASP range States, NGOs, research institutions, the private sector)	DEPI	DEWA DCPI	Global
2. Tools and technical support provided to countries and partnerships established to improve food security and sustainable productivity in multifunctional landscapes through the integration of the ecosystem approach (Partners: UNDP, FAO, CGIAR, IUCN, EcoAgriculture Partners, IFAD, UNEP-WCMC, national NGOs)	DEPI	DEWA DTIE Regional offices	Global/regional
3. Technical support provided to countries to use ecosystem management tools and approaches, and partnerships strengthened to improve integrated water resource management, including water quality(Partners: GWSP, UNU-EHS, IWA, UFZ, WRC, AIT, Tongji University, (UNEP-IEMP), GRID-Arendal, UNEP-WCMC, FAO, AMCOW, IWMI, GWSP, SEI, IISD, UNEP-DHI Water and Environment Centre, Réseau Ressources Naturelles, Régie de distribution d'eau (REGIDESO), Volta Basin Authority, IUCN, GWP, UNESCO IHP, Amazon Cooperation Treaty Organization)	DEPI	DTIE DEWA Regional offices	Regional

4. Strategic partnerships and collaboration with the private sector (including financial institutions and agri-business) promoted in demonstrating and implementing the ecosystem approach regionally and nationally to sustain natural capital and ecosystem services (Partners: Forest Trends, Katoomba Group, Conciencia Interior, Bunge Limited, Climate Change Capital, UNEP-WCMC, Natural Capital Coalition (formerly TEEB for Business Coalition), Global Footprint Network, KPMG International, PwC, Natural Value Initiative, Carbon Disclosure Project)	DTIE	DEPI	Global/regional

Outputs planned for the biennium in pursuit of expected accomplishment (b): Use of the ecosystem approach in countries to sustain ecosystem services from coastal and marine systems is increased			
Programme of work output	*Division accountable*	*Contributing division(s)*	*Scope*
1. Technical support provided to countries for the coherent application of ecosystem management tools, methodologies and global and regional policy frameworks to sustain coastal and marine ecosystem services and productivity, in particular food provisioning (Partners: CEP, COBSEA, Nairobi Convention, SPREP, PERSGA, SACEP-SASP, UNEP-World Conservation Monitoring Centre (UNEP-WCMC), UNEP GRID-Arendal, University College London, TNC), Nairobi Convention, IUCN, Reef-World Foundation, academic institutions, Intergovernmental Oceanographic Commission (IOC)	DEPI	DEWA Regional offices	Global
2. Technical support provided to countries through the UNEP Regional Seas Programme to apply and integrate the ecosystem approach as well as global and regional policy frameworks to sustain ecosystem services, particularly food security, across relevant sectors (Partners: regional seas programmes, FAO, (UNEP-CAR/RCU, COBSEA, UNEP/MAP and its regional activity centres, WWF, Nairobi Convention, Abidjan Convention)	DEPI	DELC Regional offices	Global/regional
3. The GPA global partnerships on wastewater and marine litter scaled up and technical support provided for catalytic actions in countries (Partners: regional seas programmes, FAO, IOC, EC, NOAA, NRDC, USDA, EPA, UN-Habitat, UNSGAB, International Nitrogen Initiative (INI), UNEP-CAR/RCU)	DEPI	DTIE DEWA Regional offices	Global
4. Technical support provided to coastal municipalities and the private sector to use ecosystem management tools, and approaches developed in 2014-2015 are scaled up for effective management of coastal ecosystem services (Partners: national Governments, regional United Nations Development Group offices, United Nations country teams, regional bodies)	DTIE	DEPI Regional offices	Global/ regional

Outputs planned for the biennium in pursuit of expected accomplishment (c): Services and benefits derived from ecosystems are integrated with development planning and accounting and the implementation of biodiversity-related and ecosystem-related multilateral environmental agreements			
Programme of work output	*Division accountable*	*Contributing division(s)*	*Scope*
1. Partnerships, cross-sector outreach and educational tools and programmes utilized to raise the awareness of Governments and key stakeholders of the value of biodiversity and ecosystem services for sustainable development and poverty reduction (Partners: IISD, UNEP-WCMC, IIED, Science and Technology Commission of Shanghai Municipality (STCSM), GUPES, UNESCO, IUCN, IESD, UNU, Horn of Africa Regional Environmental Centre and Network, WRI, European Union, universities, IUCN, Thomson Reuters, Association of Science Journalists, secretariats of the multilateral environmental agreements, regional seas convention secretariats, FAO, ICRAF, IFAD)	DEPI	DEPI Regional offices	Global
2. Biodiversity and ecosystem service values assessed, demonstrated and communicated to strengthen decision-making by Governments, businesses and consumers as part of a package to provide support in the use of an evidence base for development planning and investment decisions (Partners: GIZ, ASEAN Centre for Biodiversity, IUCN, academic institutions, UNDP, Statistics Division, UNDESA, UNECA, UNESCO, UNDP, UNCCD)	To be decided	DTIE DEWA Regional offices	Global
3. Technical support and capacity-building provided to facilitate the exchange of knowledge and assessment of the impacts of alternative development options; and to make science usable for the effective management of biodiversity and ecosystem services. (Partners: UNEP-WCMC, ASEAN Centre for Biodiversity)	DEPI	DEWA Regional offices	Regional
4. Support provided to enable countries to establish national access and benefit-sharing frameworks under national programmes, as well as to strengthen equity in the use and protection of ecosystems, their services and biodiversity (Partners: secretariats of the Convention on Biological Diversity, the Convention on the Conservation of Migratory Species of Wild Animals, CITES and the Ramsar Convention, UNEP-WCMC, ASEAN Centre for Biodiversity)	DEPI	DELC Regional offices	Global
5. Synergies between tools, approaches and multilateral obligations for biodiversity-related multilateral environmental agreements increasingly integrated with subnational, national and regional development agendas, strategic investments and partnerships (Partners: United Nations country teams, secretariats of the Convention on Biological Diversity, the Convention on Migratory Species, CITES and the Ramsar Convention, UNEP-WCMC)	DELC	DEPI Regional offices	Regional

External factors

95. The subprogramme will achieve the expected accomplishments provided that requests by member States to UNEP for technical support to mainstream the ecosystem approach within national development processes are made within the biennium, that member States demonstrate the political will and commitment to mainstream environmental issues in their national economic development agendas, that levels of funding allocated to the subprogrammme are sufficient to meet the

environmental priorities of countries, and that programmes are aligned to United Nations country planning processes, including United Nations Development Assistance Frameworks, and initiatives such as the Poverty-Environment Initiative.

Table 8

Resource projections by category: ecosystem management

	Resources (thousands of United States dollars)			*Posts*		
Category	*2014–2015*	*Changes*	*2016–2017*	*2014–2015*	*Changes*	*2016–2017*
A. Environment Fund						
Post	20 581	95	20 675	81	(2)	79
Non-post	16 250	5 921	22 171			
Subtotal, A	**36 831**	**6 016**	**42 847**	**81**	**(2)**	**79**
B. Trust and earmarked funds						
Trust and earmarked funds	35 213	1 585	36 798	13	–	13
Subtotal, B	**35 213**	**1 585**	**36 798**	**13**	**–**	**13**
C. GEF trust funds						
GEF trust funds	66 062	2 771	68 833	39	2	41
Subtotal, C	**66 062**	**2 771**	**68 833**	**39**	**2**	**41**
D. Programme support costs						
Programme support costs	1 498	(90)	1 408	6	(2)	4
Subtotal, D	**1 498**	**(90)**	**1 408**	**6**	**(2)**	**4**
E. Regular budget						
Post	3 715	1 136	4 851	12	3	15
Non-post	297	157	453			
Subtotal, E	**4 012**	**1 292**	**5 304**	**12**	**3**	**15**
Total (A+B+C+D+E)	**143 616**	**11 574**	**155 190**	**151**	**1**	**152**

Note: Figures may vary slightly owing to rounding off. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature and their levels are subject to change.

Subprogramme 4
Environmental governance

Objective of the organization: To strengthen synergies and coherence in environmental governance so as to facilitate the transition towards environmental sustainability in the context of sustainable development

Expected accomplishments	Indicators of achievement
(a) The United Nations system and multilateral environmental agreement bodies, respecting the mandate of each entity, demonstrate increasing coherence and synergy of actions on environmental issues	(a) (i) Increased number of joint initiatives to handle environmental issues in a coordinated manner in the United Nations system and multilateral environmental agreement bodies as a result of UNEP efforts *Performance measures* (Number of joint initiatives from the work of the principal organs of the United Nations, other intergovernmental bodies of the United Nations system and the governing bodies of multilateral environmental agreements that focus on the coordinated and efficient handling of environmental issues, as a result of UNEP efforts[14]) December 2013 (baseline): 14 December 2015 (estimate): 18 Progress expected as at December 2016: 20 December 2017: 22 (ii) Increased number of collaborative arrangements with the secretariats of selected multilateral environmental agreements which result in increased coherence and synergy between the UNEP programme of work and the programmes of work of those agreements *Performance measures* (Number of programmatic arrangements jointly undertaken by the multilateral environmental agreement secretariats and the UNEP secretariat that result in increased coherence, efficiency and synergy in the delivery of their programmes of work) December 2013 (baseline): 30 December 2015 (estimate): 33 Progress expected as at December 2016: 35 December 2017: 37 (iii) Increased number of policy instruments or action plans adopted by Governments and United Nations bodies pursuant to the post-2015 development framework,[15] including the sustainable development goals, that incorporate environmental objectives *Performance measures* (Number of policy instruments or action plans adopted by Governments pursuant to the post-2015 development framework that incorporate environmental objectives, as a result of UNEP efforts) December 2013 (baseline): not applicable December 2015 (estimate): 0

[14] Including through United Nations system-wide strategies for the environment.

[15] As or when agreed by the General Assembly.

	Progress expected as at December 2016: 2 December 2017: 5 *Performance measures* (Number of policy instruments or action plans adopted by United Nations bodies pursuant to the post-2015 development framework that incorporate environmental objectives) December 2013 (baseline): not applicable December 2015 (estimate): 0 Progress expected as at December 2016: 1 December 2017: 3 (iv) Increased number of United Nations entities implementing emissions reduction strategies and/or environmental management systems *Performance measures* (Number of United Nations agencies and other United Nations entities that implement emission reduction strategies or environmental management systems) December 2013 (baseline): 23 December 2015 (estimate): 26 Progress expected as at December 2016: 29 December 2017: 31 (v) Increased number of environmental policy issues or approaches emerging from UNEP policy advice or from United Nations system-wide strategies for the environment that are referred to in policy documents of other United Nations agencies and bodies *Performance measures* (Number of policy issues or approaches that have emerged from UNEP policy advice that are referred to in policy documents of other relevant United Nations agencies and bodies) December 2013 (baseline): not applicable December 2015 (estimate): 4 Progress expected as at December 2016: 6 December 2017: 8
(b) The capacity of countries to develop and enforce laws and strengthen institutions to achieve internationally agreed environmental objectives and goals and comply with related obligations is enhanced	(b) (i) Increased number of legal and institutional measures taken by countries to enforce the rule of law and improve the implementation of internationally agreed environmental objectives and goals, with the assistance of UNEP *Performance measures* (Number of legal and institutional measures, including to further develop international environmental law, taken by countries to enforce the rule of law and to improve the implementation of internationally agreed environmental goals and objectives, as a result of UNEP assistance) December 2013 (baseline): 0 December 2015 (estimate): 20 Progress expected as at December 2016: 24 December 2017: 28

		(ii) Increased number of countries that undertake a review of, and adopt recommendations for, enhanced compliance with, and enforcement of, international environmental obligations, with the assistance of UNEP upon the request of the countries *Performance measures* (Number of Governments that have undertaken a review of, and adopted recommendations to enhance compliance with and enforcement of, international environmental obligations, as a result of UNEP assistance) December 2013 (baseline): 2 December 2015 (estimate): 4 Progress expected as at December 2016: 5 December 2017: 6
		(iii) Increased number of initiatives and partnerships of major groups and stakeholders in support of the development and implementation of national and international environmental law, with the assistance of UNEP *Performance measures* (Number of initiatives of and/or partnerships with major groups and stakeholders in support of the development and implementation of national and international environmental law, with the assistance of UNEP) December 2013 (baseline): 3 December 2015 (estimate): 5 Progress expected as at December 2016: 7 December 2017: 9
(c) Countries increasingly mainstream environmental sustainability in national and regional development policies and plans	(c)	(i) Increased number of United Nations Development Assistance Frameworks (UNDAFs) in countries that incorporate the principles of environmental sustainability, with the assistance of UNEP and its partners *Performance measures*: number of UNDAFs that incorporate environmental sustainability December 2013 (baseline): 91 December 2015 (estimate): 101 Progress expected as at December 2016: 106 December 2017: 111
		(ii) Increased number of countries that advance by at least one level in the UNEP results measurement framework for assessing public sector engagement in strengthening and applying financial planning instruments for pro-poor growth and environmental sustainability, as a result of UNEP support[16]

[16] Level 1: Ministries of Finance and Planning (MFPs), local government and/or sectors do not identify and/or support the strengthening of the public sector budgeting process to enable tracking of pro-poor environmentally sustainable budgeting and expenditures. Level 2: MFPs, local government and/or sectors support and commission public environmental expenditure reviews/climate public institutional and expenditure reviews (PEER/CPIERs) with PEI support. Mid-level professionals in MFPs, local government and/or sectors seek high-level support for endorsement of recommendations and elaboration and application of budget guidelines for pro-poor and sustainable environmental development at national and/or subnational levels. Level 3: Revised budget mechanism/guidelines elaborated based on PEER/CPIER recommendations. Senior MFP, local government

Performance measures

(Number of countries that demonstrate an advance by one level in the UNEP results measurement framework)

December 2013 (baseline): not applicable

December 2015 (estimate): 12

Progress expected as at December 2016:18

December 2017: 24

(iii) Increased number of policies and plans from subregional and regional forums that incorporate the principles of environmental sustainability, as a result of UNEP support

Performance measures

(Number of policies and plans from subregional and regional forums that incorporate environmental sustainability)

December 2013 (baseline): 5

December 2015 (estimate): 12

Progress expected as at December 2016: 15

December 2017: 18

Strategy

96. Responsibility for the leadership of the subprogramme rests with the Director of the Division of Environmental Law and Conventions. Decisions of the Governing Council on international environmental governance and the outcomes of the deliberations on the institutional framework on sustainable development at Rio+20 define the direction of the subprogramme, particularly with regard to UNEP efforts to strengthen environmental governance at all levels and formulate United Nations system-wide strategies on the environment. The subprogramme aims to support coherent international decision-making processes on the environment, support the development and implementation of environmental law, norms and standards, strengthen relevant institutions, and mainstream environmental sustainability in regional, subregional and national environmental governance processes, including through engagement in key United Nations coordination bodies. In addition to partnerships within the United Nations system, the subprogramme will be characterized by strong cooperation with the governing bodies and secretariats of other intergovernmental bodies and processes. The integration of gender perspectives and the use of gender-sensitive indicators will be integral to this subprogramme.

97. UNEP will work with the secretariats of the relevant multilateral environmental agreements and other partners in the United Nations system and beyond in accordance with the following strategy:

(a) To support coherent international decision-making processes for environmental governance, the UNEP secretariat will assist the United Nations Environment Assembly of UNEP to promote international cooperation in the field of the environment and set the global environmental agenda. UNEP will enhance cooperation and coordination across the United Nations system, among global and regional multilateral environmental agreements and between UNEP and those agreements, to support their implementation. UNEP will lead efforts to formulate United Nations system-wide strategies on the environment, which will strengthen coherence in international policymaking. In collaboration with the relevant multilateral environmental agreement secretariats and partners, UNEP will conduct an assessment of how the multilateral system supports the implementation of multilateral environmental agreements, including the Aichi Biodiversity Targets. This assessment will include consideration of how UNEP can strengthen its support to the implementation of multilateral environmental agreements. At the inter-agency level, UNEP will provide support and policy inputs on environmental governance, including on thematic environmental issues, in the United Nations System Chief Executives Board for Coordination and other inter-agency forums. UNEP will promote coherent

and/or sector decision makers endorse revised budget guidelines and proceed with formal application. Level 4: Executive/legislature endorse application of pro-poor and sustainable environmental development budget guidelines/measures, staff are traine and measures are taken to apply new budget procedures. Level 5: Sustained annual allocations by MFPs, local government and/or sectors for pro-poor and environmentally sustainable development at either national or subnational levels.

policies and joint action by all organizations and multilateral environmental agreement secretariats through the Environment Management Group;

(b) To catalyse international efforts that enable implementation of internationally agreed objectives and goals, UNEP will support the development and implementation of international environmental law, norms and standards, in particular those addressing the goals, targets and commitments arising from United Nations processes, including the post-2015 development framework, if and when agreed, and providing the framework for supporting effective institutions and governance systems. With other United Nations partners, UNEP will support the efforts of Governments to develop and enforce environmental laws, and comply with relevant international environmental standards and obligations, including through legal technical assistance, training and other legal capacity-building activities. Strategic direction in this respect comes from the Fourth Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme IV) adopted by the Governing Council of UNEP in its decision 25/11, on environmental law, of 20 February 2009 and decision 27/9, on advancing justice, governance and law for environmental sustainability, of 22 February 2013. The latter decision introduces a new emphasis on promoting the environmental aspect of the rule of law and requires UNEP to take the lead in the United Nations in that respect. UNEP will also contribute to improving public participation in decision-making at the global, regional, subregional and national levels by promoting the active gender-balanced participation of stakeholders in line with principle 10 of the Rio Declaration on Environment and Development and the application of the guidelines for the development of national legislation on access to information, public participation and access to justice in environmental matters as adopted by the Governing Council in its decision SS.XI/5, on environmental law, of 26 February 2010;

(c) To support countries to mainstream environmental sustainability in their regional, subregional and national environmental governance processes, policies and plans, UNEP will support regional and subregional ministerial and other intergovernmental forums to address environmental and sustainable development issues, including those of a transboundary nature, and catalyse support from partners in the implementation of their programmes of action. UNEP, including through the UNDP-UNEP Poverty-Environment Initiative (PEI), will support Governments to mainstream the environment in their development planning processes and in the incorporation of environmental considerations and related gender perspectives into common country assessments, United Nations Development Assistance Plans and Frameworks and associated implementation programmes, through partnerships with relevant United Nations entities in support of the "One United Nations" initiative, carried out in pilot countries. UNEP will help to ensure the coherence of UNEP and United Nations activities through United Nations country teams and regional coordination structures, such as the regional United Nations Development Group teams and the regional coordination mechanisms, placing particular emphasis on inter-agency cooperation.

Achieving results: causal relationships

98. The impact to which the environmental governance subprogramme aims to contribute is greater synergies and coherence in environmental governance, and in particular in decision-making, policies and action on the environment, in the United Nations system and the international community as a whole. This, in turn, is expected to lead to a firmer grounding of sustainable development in environmental sustainability and to a more coherent, effective and efficient handling of the environment. Appropriate governance foundations at the global, regional and national levels are key: considering the undivided nature of the environment and its inextricable links with the social and economic dimensions of sustainable development, decision-making processes and the work of institutions must be well-informed, coherent, non-fragmented, comprehensive and integrated, and must rely on adequate normative frameworks and enabling conditions. UNEP, through this subprogramme, together with a wide range of partners, addresses the factors that are considered most essential to achieve progress towards these objectives.

99. The first development outcome to which UNEP aims to contribute is that the United Nations system and multilateral environmental agreement bodies demonstrate coherence and synergy on environmental issues, and that environmental considerations are firmly integrated in sustainable development at the international level (expected accomplishment (a)). In order to achieve this, there is a need for a system-wide strategic approach, adequate decision-making platforms, a more synergistic approach among multilateral environmental agreements with environmental issues in common, and strong coordination through the Environment Management Group for which UNEP provides the secretariat. The Chief Executives Board and the United Nations Development Group will provide further opportunities for enhancing such coordination. UNEP will take into account the results of a Joint Inspection Unit study that determines how best to strengthen the Environment Management

Group. Furthermore, environmental sustainability objectives need to be firmly integrated in the implementation of the post-2015 development framework, and in the operations of United Nations system entities. Finally, environmental considerations need to be mainstreamed into transboundary processes and mechanisms. This requires a coherent approach to the environment at country level, because countries are the main actors in international decision-making processes.

100. UNEP will support Governments and the United Nations system, including inter-agency coordination bodies, through the following:

(a) Formulation of system-wide strategies on the environment;

(b) Support to Governments to facilitate decision-making in intergovernmental processes;

(c) Support to Governments and the United Nations system in the implementation of the post-2015 development framework;

(d) Support to United Nations entities to mainstream environmental sustainability in their operations;

(e) Support to the Environment Management Group, the Chief Executives Board, the United Nations Development Group and regional coordination mechanisms to promote system-wide coherence;

(f) Support to Governments to facilitate the effective implementation of multilateral environmental agreements;

(g) Support to transboundary processes and mechanisms.

101. Successful attainment of these objectives depends on several impact drivers and assumptions. One key impact driver is that all relevant entities of the United Nations system contribute to the development and have ownership of the system-wide strategies on the environment. An assumption is that these organizations see a benefit in coordinated approaches.

102. The second development outcome to which UNEP aims to contribute is the strengthening of countries' capacities to meet the challenge of achieving internationally agreed environmental objectives and goals and complying with relevant environmental obligations, such as those contained in multilateral environmental agreements. This requires strong institutions, adequate regulatory frameworks and appropriate governance conditions at the national level. In order to achieve this objective, there is a need for strong and coherent environmental legal and policy frameworks at the international and national levels, institutions that are able to ensure implementation, compliance and enforcement, and the engagement of stakeholders that have an influence on the development and implementation of environmental law.

103. UNEP will support Governments and work with multilateral environmental agreements and the United Nations system to achieve these goals, through the following:

(a) Progressive development of national and international environmental law;

(b) Assistance to support national initiatives to implement, monitor and achieve compliance with, and enforcement of, international environmental obligations;

(c) Strengthening the capacities of the judiciary, enforcement sector, government officials and other legal stakeholders in countries to advance justice, governance and law for environmental sustainability;

(d) Promoting the effective engagement of major groups and stakeholders in decision-making, access to information and access to justice in environmental matters.

104. Progress in this area relies on various assumptions and drivers. A key assumption is that relevant institutions will actually carry out legal and institutional reform following capacity-building and technical assistance efforts. One key impact driver is the scaling up of efforts resulting from the engagement of a wide range of partners to achieve these objectives. In this respect, UNEP will work with networks of judges, prosecutors, parliamentarians and others to ensure the outreach and sustainability of results. It will also work with other United Nations entities, such as UNDP and organizations such as the World Bank, to achieve cost-effective interventions and avoid duplication of effort.

105. The third development outcome to which UNEP aims to contribute is the integration of environmental sustainability in national and regional development processes (expected accomplishment (c)). In order to achieve this, capacities for mainstreaming environmental priorities through key entry points in the development sector, including United Nations planning tools

(UNDAFs), national development plans, national budgets and the proceedings of regional development forums, must be increased; an area of work where UNEP can have direct influence.

106. UNEP will work with United Nations country teams, Governments and regional institutions to achieve these goals, through the following:

(a) Support to United Nations country teams and United Nations common country programming to strengthen the mainstreaming of environmental sustainability and multilateral environmental agreement priorities into national frameworks;

(b) Support to countries to integrate environmental sustainability into sectoral, intersectoral and national development planning processes and related financial instruments, and more broadly to mainstream poverty and environment linkages in national planning and budgeting through the UNDP-UNEP Poverty-Environment Initiative;

(c) Support for effective policy exchange and political dialogues on environment and development at the regional level to promote the inclusion of environmental sustainability principles in policies and plans of subregional and regional ministerial and multi-stakeholder forums.

107. An important driver is the role of UNEP partners, for instance in the context of United Nations country teams, whose uptake of the work of UNEP will result in longer-term achievements and sustainability. A key assumption is that Governments' priorities will remain aligned with UNEP interventions. UNEP will therefore work in close consultation with Governments from the inception phase and throughout.

Outputs planned for the biennium in pursuit of expected accomplishment (a): The United Nations system and multilateral environmental agreement bodies, respecting the mandate of each entity, demonstrate increasing coherence and synergy of actions on environmental issues			
Programme of work output	*Division accountable*	*Contributing division(s)*	*Scope*
1. Formulation of system-wide strategies on the environment and promotion of their uptake and implementation within the United Nations system (Partners: United Nations entities, EMG, Governments, civil society organizations)	DELC	All divisions and regional offices	Global
2. Technical support provided to Governments to facilitate their decision-making in intergovernmental processes to strengthen coordinated approaches on environmental issues by the United Nations system and multilateral environmental agreements (Partners: United Nations entities, Governments, civil society organizations, international think tanks)	DELC	DEWA Regional offices SGBS DCPI	Global/regional
3. Technical support to Governments and the United Nations system in the implementation of the post-2015 development framework (Partners: United Nations entities, Governments, civil society organizations – including expert organizations and think tanks such as (IISD), IUCN, WRI and WWF; scientific or academic organizations such as ICSU, IGBP, Future Earth and SDSN; organizations from the business sector such as WBCSD)	DELC	DEWA	Global
4. Technical support provided to United Nations entities to mainstream environmental sustainability in their operations (Partners: United Nations entities)	DTIE	DELC/EMG secretariat RSO/regional offices	Global/regional
5. Technical support provided to EMG, CEB, UNDG and regional coordination mechanisms to promote system-wide coherence on the environment,	DELC/EMG Secretariat	RSO/regional offices DTIE	Global/regional

globally and regionally (Partners: United Nations entities, multilateral environmental agreement secretariats, Bretton Woods institutions, GEF, WTO and IUCN)			
6. Technical support provided to Governments to facilitate coherence and synergy in the implementation of multilateral environmental agreements through collaborative arrangements between UNEP and their secretariats and the provision of relevant information and knowledge base (Partners: Governments, multilateral environmental agreement secretariats, multilateral environmental agreement regional centres, national focal points, GEF, United Nations Institute for Training and Research)	DELC	DEPI DTIE DEWA	Global
7. Legal and technical services to support Governments and multilateral environmental agreement secretariats in the operation and implementation of the respective multilateral environmental agreements (Partners: Governments, multilateral environmental agreement secretariats, regional centres of expertise for capacity building efforts at regional level)	DELC	DTIE DEPI Regional offices	Global
8. Technical assistance, advisory services and secretariat support provided to transboundary processes and mechanisms (Partners: Governments, multilateral environmental agreement secretariats, relevant regional and subregional organizations and organizations active in respect of selected transboundary ecosystems)	RSO	DELC	Regional

Outputs planned for the biennium in pursuit of expected accomplishment (b): The capacity of countries to develop and enforce laws and strengthen institutions to achieve internationally agreed environmental objectives and goals and comply with related obligations is enhanced			
Programme of work output	*Division accountable*	*Contributing division(s)*	*Scope*
1. Technical support provided to Governments to develop and undertake legal and institutional measures as identified in the Fourth Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme IV) (Partners: Governments and government-related institutions, e.g., China-ASEAN Environmental Cooperation Centre; global and regional multilateral environmental agreement secretariats (including non-UNEP administered secretariats); regional integration bodies; United Nations entities, such as FAO, UNESCO, UN-Water, OHCHR, Independent Expert on Human Rights and the Environment, International Law Commission; academic institutions, such as the University of Eastern Finland, Fudan University, Shanghai, China, and Yale University, New Haven, United States of Amrerica; centres of expertise such as IUCN-ELC, IUCN Academy of Environmental Law, Environmental Law Institute, INECE and CIEL; International Network of Basin Organizations (INBO); environmental lawyers' professional bodies; International Bar Association; European Environment Agency)	DELC	DEPI Regional offices	Global/regional
2. Legal technical assistance provided to support initiatives by countries to implement, monitor and achieve compliance with, and enforcement of, international environmental obligations, including those set out in multilateral environmental agreements (Partners: Governments, multilateral environmental agreement secretariats, United Nations country teams, centres of expertise and civil society organizations, such as IUCN-ELC, WWF, INECE, Hanns Seidel Foundation; academic institutions; regional organizations, such as the African Union, and regional economic commissions, such as SAARC, ASEAN, EAC, SADC, ECOWAS, COMESA, CARICOM, ESCAP; international organizations, such as INTERPOL, INTOSAI-WGEA and the World Customs Union; GEF; environmental law centres and networks at national and regional levels)	DELC	Regional offices	Global/regional
3. Legal and technical support provided to strengthen the capacities of the judiciary, enforcement sector, government officials and other legal stakeholders in countries to advance justice, governance and law for environmental sustainability, in particular through an international institutional network for that purpose and a follow up to the World Congress on Justice, Governance and Law for Environmental Sustainability, and the environmental rule of law (Partners: Governments, multilateral environmental agreement secretariats, environmental protection agencies, United Nations country teams, international organizations such as INTOSAI WGEA, INTERPOL, OAS; United Nations agencies, funds, programmes and bodies, such as UNODC, FAO and the Rule of Law Unit, United Nations Secretary-General's Office; World Bank; centres of expertise such as ELI and INECE; academic institutions such as Georgetown University Law School and the University of Nairobi, judiciaries' networks, including at the regional level)	DELC	Regional offices	Global/regional

4. Technical support and advisory services provided to Governments and major groups and stakeholders, drawing on best practices and models from relevant multilateral institutions, to promote the effective engagement of major groups and stakeholders in decision-making, access to information and access to justice in environmental matters (principle 10 of the Rio Declaration on Environment and Development) (Partners: UNITAR, ECLAC, ECA, NGLS, ESCWA, World Resources Institute, Stakeholder Forum, WWF, IUCN, Greenpeace, Geneva Environment Network members, Green Economy Coalition, ITUC, CIEL, WBCSD, ICC, networks and communities of practices working with UNEP on thematic issues (e.g., GEO network of contributors and collaborating centres; IPBES; GEC); accredited major groups and stakeholders)	SGBS	DCPI DELC DEWA Regional offices	Global/regional

Outputs planned for the biennium in pursuit of expected accomplishment (c): Countries increasingly mainstream environmental sustainability in national and regional development policies and plans			
Programme of work output	*Division accountable*	*Contributing division(s)*	*Scope*
1. Support provided to United Nations country teams and United Nations common country programming processes (UNDAFs and action plans and the "One United Nations" initiative) to strengthen the mainstreaming of environmental sustainability and multilateral environmental agreement priorities into national frameworks (Partners: Governments, United Nations agencies, funds and programmes, United Nations country teams, UNDG regional coordination mechanisms, multilateral environmental agreements, other national institutions and development partners)	RSO	DEPI DTIE	Regional
2. Support provided to countries and regional organizations to integrate environmental sustainability and priorities from multilateral environmental agreements into sectoral and intersectoral development planning processes and related financial instruments, and to promote the mainstreaming of poverty and environment linkages in national planning and budgeting, including through the UNDP-UNEP Poverty-Environment Initiative (Partners: Governments, multilateral environmental agreements secretariats, United Nations agencies, funds and programmes, including UNDP, UNCDF, UN-Women, UN-Habitat, ILO, UNDG; national and international civil society and non-governmental organizations and stakeholders; international development community partners, including IISD, World Resources Institute and IIED; selected private sector organizations at the global, regional and national levels; regional coordination mechanisms, UNDP-UNEP Poverty-Environment Initiative, partner donor Governments)	RSO	DEPI DTIE DELC	Global/ regional
3. Support provided for effective policy exchange and to political dialogues on environment and development issues through regional and subregional ministerial and other intergovernmental and multi-stakeholder forums and mechanisms (Partners: Governments, relevant regional and subregional organizations, forums and mechanisms, regional centres of expertise)	RSO	DELC	Regional

External factors

108. The subprogramme is expected to achieve its objective and expected accomplishments based on the following assumptions:

(a) The outcomes of policy debate among Governments at the relevant intergovernmental processes within the United Nations system and multilateral environmental agreements express clear support for enhancing synergy and coherence in environmental governance, with unambiguous recognition of the role of UNEP and support for its strengthening as stipulated in the outcome document of the United Nations Conference on Sustainable Development; and

(b) Governments and the relevant authorities in countries show clear commitment to strengthening environmental governance processes in the context of sustainable development, recognizing the role of major groups and stakeholders in those processes.

Table 9
Resource projections by category: environmental governance

	Resources (thousands of United States dollars)			*Posts*		
Category	*2014–2015*	*Changes*	*2016–2017*	*2014–2015*	*Changes*	*2016–2017*
A. Environment Fund						
Post	12 940	(87)	12 853	55	(1)	54
Non-post	8 955	3 635	12 590			
Subtotal, A	**21 895**	**3 549**	**25 443**	**55**	**(1)**	**54**
B. Trust and earmarked funds						
Trust and earmarked funds	27 346	1 231	28 577	40	–	40
Subtotal, B	**27 346**	**1 231**	**28 577**	**40**	–	**40**
C. GEF trust funds						
GEF trust funds	–	–	–	–	–	–
Subtotal, C	–	–	–	–	–	–
D. Programme support costs						
Programme support costs	998	–	998	5	–	5
Subtotal, D	**998**	–	**998**	**5**	–	**5**
E. Regular budget						
Post	6 189	3 163	9 353	17	10	27
Non-post	323	60	382			
Subtotal, E	**6 512**	**3 223**	**9 735**	**17**	**10**	**27**
Total (A+B+C+D+E)	**56 751**	**8 003**	**64 753**	**117**	**9**	**126**

Note: Figures may vary slightly owing to rounding off. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature and their levels are subject to change.

Subprogramme 5
Chemicals and waste

Objective of the organization: To promote a transition among countries to the sound management of chemicals and waste to minimize impacts on the environment and human health

Expected accomplishments	Indicators of achievement
(a) Countries increasingly have the necessary institutional capacity and policy instruments to manage chemicals and waste soundly, including the implementation of related provisions in the multilateral environmental agreements	(a) (i) Increased number and percentage of countries reporting the adoption of policies and regulatory frameworks for the sound management of chemicals and waste, with the assistance of UNEP *Performance measures* (Number and percentage of countries assisted by UNEP reporting the adoption of policies for the sound management of chemicals and waste, related to obligations under the relevant multilateral environmental agreements[17]) December 2013 (baseline): to be determined (stocktaking required) December 2015 (estimate): to be determined Progress expected as at December 2016: +21 increment; percentage increment to be determined December 2017: +16 increment; percentage increment to be determined (Number and percentage of countries assisted by UNEP reporting the adoption of policies for the sound management of chemicals and waste, related to adopted SAICM emerging policy issues[18]) December 2013 (baseline): to be decided (stocktaking required) December 2015 (estimate): to be decided Progress expected as at December 2016: +7 increment; percentage increment to be decided December 2017: +8 increment; percentage increment to be decided (Number and percentage of countries assisted by UNEP reporting the adoption of "other" policies (e.g., related to mainstreaming, etc.) for the sound management of chemicals and waste[19]) December 2013 (baseline): to be decided December 2015(estimate): to be decided Progress expected as at December 2016: +3 increment; percentage increment to be decided December 2017: +3 increment; percentage increment to be decided

[17] Related to the Basel Convention on the Transboundary Movements of Hazardous Wastes and their Disposal, the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade, the Stockholm Convention on Persistent Organic Pollutants, the Minamata Convention on Mercury and the Vienna Convention for the Protection of the Ozone Layer and its Montreal Protocol on Substances that Deplete the Ozone Layer.

[18] Lead in paint, endocrine-disrupting chemicals, perfluorinated compounds, e-waste.

[19] Including, for example, policies related to mainstreaming, flexible framework for chemicals accident prevention, air-pollution, cost of inaction, illegal trafficking.

	(ii) Increased number and percentage of countries reporting the use of economic and market-based incentives and business policies and practices that promote the sound management of chemicals and waste, with the assistance of UNEP *Performance measures* (Number and percentage of countries assisted by UNEP taking up economic and market-based incentives and business policies towards the sound chemicals and waste management) December 2013 (baseline): 49 countries, percentage to be determined December 2015 (estimate): 57 countries, percentage to be determined Progress expected as at December 2016: 62 countries, percentage to be determined December 2017: 67 countries, percentage to be determined (iii) Increased number and percentage of countries assisted by UNEP reporting the use of industry reporting schemes that promote the take up of sound chemicals and waste management *Performance measures* (Number and percentage of countries assisted by UNEP reporting the use of industry reporting schemes to promote sound chemicals and waste management) December 2013 (baseline): 25 countries, percentage to be determined December 2015 (estimate): 29 countries, percentage to be determined Progress expected as at December 2016: 29 countries, percentage to be determined December 2017: 35 countries, percentage to be determined
(b) Countries, including major groups and stakeholders, increasingly use the scientific and technical knowledge and tools needed to implement sound chemicals management and the related multilateral environmental agreements	(b) (i) Increased number and percentage of Governments addressing priority chemical issues, towards SAICM objectives and their obligations under the chemicals multilateral environmental agreements, through the use of risk assessment and management tools provided by UNEP *Performance measures* (Number and percentage of Governments using risk assessment and management tools provided by UNEP to take identified actions to meet their multilateral environmental agreement obligations and SAICM objectives) December 2013 (baseline): 51 Governments, percentage to be determined December 2015 (estimate): 90 Progress expected as at December 2016: 130 December 2017: 180 (Performance measures/estimates still to be revised) (ii) Increased number of businesses and industries addressing priority chemical issues through the use of risk assessment and management tools provided by UNEP

	Performance measures (Number of businesses and industries with strengthened policies, practices or infrastructure addressing priority chemical issues resulting from the use of risk assessment and management tools provided by UNEP) December 2013 (baseline): 65 December 2015 (estimate): 77 Progress expected as at December 2016: 107 December 2017: 157 (iii) Increased number of civil society organizations addressing priority chemicals issues under the chemicals multilateral environmental agreements, through the use of risk assessment and management tools provided by UNEP *Performance measures* (Number of civil society organizations using tools provided by UNEP to address priority chemical issues) December 2013 (baseline): 70 December 2015 (estimate): 88 Progress expected as at December 2016: 103 December 2017: 133 (Performance measures/estimates and targets still to be revised)
(c) Countries, including major groups and stakeholders, increasingly use the scientific and technical knowledge and tools needed to implement sound waste management and the related multilateral environmental agreements	(c) (i) Increased number and percentage of Governments addressing priority waste issues towards SAICM and their obligations under the related multilateral environmental agreements, through the use of tools and methodologies provided by UNEP *Performance measures* (Number and percentage of Governments assisted by UNEP to address priority waste issues) December 2013 (baseline): 15 Governments December 2015 (estimate): 25 Progress expected as at December 2016: 50 December 2017: 65 (ii) Increased number of businesses and industries addressing priority waste issues, through the use of tools and methodologies provided by UNEP *Performance measures* (Number of businesses and industries with strengthened policies, practices or infrastructure addressing priority waste issues resulting from the use of tools and methodologies provided by UNEP to address priority waste issues) December 2013 (baseline): 15 December 2015 (estimate): 27 Progress expected as at December 2016: 30 December 2017: 33 (iii) Increased number of civil society organizations addressing priority waste issues under the waste-related multilateral environmental agreements, through the use of risk assessment and management tools provided by UNEP

Performance measures

(Number of civil society organizations using tools provided by UNEP to address priority waste issues)

December 2013 (baseline): 18

December 2015 (estimate): 26

Progress expected as at December 2016: 29

December 2017: 32

Strategy

109. Responsibility for the leadership of the subprogramme rests with the Director of the Division of Technology, Industry and Economics. UNEP aims to catalyse action towards the sound management of chemicals and waste, taking into account gender-differentiated and socially differentiated impacts. UNEP will use multi-stakeholder partnerships to scale up the use of tools and guidelines, improve the mainstreaming of chemicals and waste management in health and other sectors, and consolidate the scientific evidence underpinning chemicals and waste management. Key partners are the chemicals-related and waste-related multilateral environmental agreement secretariats and organizations participating in the Inter-Organization Programme for the Sound Management of Chemicals (IOMC), a partnership of United Nations agencies, the World Bank and the Organization for Economic Cooperation and Development. UNEP will also leverage impact through its work with the Global Environment Facility (GEF). The UNEP strategy is threefold:

(a) UNEP will strengthen institutional capacities and policy instruments, including regulatory frameworks, needed for the sound management of chemicals and waste towards the objectives of the Strategic Approach to International Chemicals Management and the implementation of the chemicals and waste multilateral environmental agreements. UNEP will facilitate chemicals management, as appropriate, bringing emerging issues for the sound management of chemicals to the attention of the international community through secretariat support to the Strategic Approach. UNEP will also provide the secretariat to the Minamata Convention on Mercury during the interim period prior to its entry into force and support Governments towards its ratification, entry into force and implementation. This subprogramme will be coordinated with the environmental governance subprogramme to realize synergies among the agreed chemicals-related and waste-related multilateral environmental agreements. At the national level, UNEP will, upon request, support countries to catalyse interministerial and multi-stakeholder engagement to achieve coherent and effective regulatory, voluntary and market-based policies that address sound chemicals management and the obligations of chemicals and waste multilateral environmental agreements, integrating them into national policies, programmes and strategies. UNEP will promote multilateral and bilateral support addressing sound chemicals and waste management including through development planning processes;

(b) UNEP will support countries, upon request, to assess and manage chemicals risks. Priority actions will be supported through the development and demonstration of scientific and technical knowledge, a global outlook and tools for sound chemicals management. UNEP will keep under review trends in chemicals production, handling, movement, use, release and disposal, to determine the environmental, health and socioeconomic impacts, gender-differentiated and socially differentiated impacts and raise awareness of emerging issues. UNEP will help develop countries' capacities to use scientific advice and guidelines and demonstrate chemicals risk assessment and management, including for chemicals listed in relevant multilateral environmental agreements, and lead and cadmium. Activities will be coordinated with the secretariats of the chemicals multilateral environmental agreements to ensure assistance to countries in the implementation of these treaties, the Strategic Approach and other supporting international programmes such as the Global Programme of Action;[20]

(c) UNEP will bring emerging issues for the sound management of wastes to the attention of the international community and support national, regional and global efforts to minimize waste generation and manage remaining wastes using environmentally sound means, ensuring synergy with

[20] The sound management of chemicals in agriculture and other land-based activities is included in the GPA. UNEP works with the Global Partnership on Nutrient Management (GPNM) as a response to the nutrient challenge i.e., how to reduce the amount of excess nutrients in the global environment consistent with global development.

UNEP work on chemicals. UNEP will take advantage of its competencies gained in the context of the 10-year framework of programmes on sustainable consumption and production patterns to boost resource recovery from wastes. Priority actions will focus on the development and demonstration of the use of scientific and technical knowledge and tools for sound waste management. This involves keeping under review the trends in waste production, handling, movement and disposal to determine the environmental, health and socioeconomic impacts, and raising awareness of emerging issues. UNEP will work with the secretariat of the Basel Convention and its regional centres and partnerships to develop countries' capacity to use advice and guidelines on waste management towards Strategic Approach objectives and to implement waste-related multilateral environmental agreements. UNEP will develop methods and tools to build capacities, identify priorities for action and evaluate progress towards achieving sound waste management.

Achieving results: causal relationships

110. The main impact to which the chemicals and waste subprogramme ultimately seeks to contribute is the protection of human health and the environment from the negative impacts of unsound management of chemicals and waste, a result to which UNEP will contribute with partners. It responds to the goal of the Johannesburg Plan of Implementation, reaffirmed by the United Nations Conference on Sustainable Development, which aims to achieve, by 2020, the sound management of chemicals throughout their life cycle and of hazardous wastes.

111. Managing chemicals and waste once released into the environment is complex and often prohibitively expensive. The subprogramme thus aims to encourage preventive approaches, catalysing actions that avoid or control chemical and waste releases at their source in collaboration with partner agencies and the secretariats of the chemicals-related multilateral environmental agreements. In order for actions to occur that avoid or control chemical and waste releases, the appropriate enabling environment for sound chemicals management must be in place both internationally and nationally – areas which UNEP will support. The development outcome to which UNEP will contribute will be the extent to which national Government agencies and the United Nations system implement such policies and regulatory frameworks for the sound management of chemicals and waste, including on issues such as air pollution, endocrine-disrupting chemicals, e-waste, lead in paints, mercury, perfluorinated compounds and persistent organic pollutants, and including the use of economic and market-based incentives. The implementation of such policies and regulatory frameworks will then be observed through the extent to which UNEP will have contributed to the phase-out of lead in paints, e-waste, mercury and persistent organic pollutants, among others.

112. Nationally, an enabling environment for sound chemicals management will catalyse actions that avoid or control chemical and waste releases at source. Thus, nationally, UNEP will focus its efforts on working with countries to develop capacities to put in place an enabling environment for sound chemicals and waste management (expected accomplishment (a). UNEP will also work with the United Nations system to catalyse further actions that utilize these additional capacities for action. These areas are those in which UNEP can have direct influence and can directly attribute such results to its efforts. The subprogramme is underpinned by the recognition that human health impacts are often gender-differentiated and socially determined, with the greatest burdens carried by women and children, and poor and disadvantaged communities that have access to the fewest options to reduce risks. Thus, UNEP will ensure that it builds into its support, gender-differentiated and socially differentiated considerations.

113. The immediate outcome of UNEP assistance will be strengthened institutional capacities enabling countries and the United Nations system to put in place an enabling environment for sound chemicals and waste management, which includes the appropriate policy and legal environment and the application of the tools and guidance as a result of UNEP efforts.

114. Strengthening national chemicals and waste governance requires actions beyond the direct mandate of an environment ministry and thus UNEP will work across relevant sectors of Government to ensure mainstreaming into national policies, including sustainable development strategies. UNEP will provide support to national and regional enforcement agencies to reduce the illegal trafficking of controlled chemicals and waste. A harmonized regulatory framework will create the necessary enabling environment for business and industry to operate and UNEP will thus also work across multi-stakeholder partnerships that include industry to manage chemicals and waste throughout their life cycles.

115. The implementation of such policies and legal frameworks will show an increasing number of countries globally that are practising sound chemicals and waste management and addressing priority issues. While UNEP will track this progress as part of its monitoring process, bringing about change beyond a handful of countries that UNEP can target in its portfolio requires partnerships within and

outside the United Nations system. By working hand in hand with countries, businesses, civil society and the participating organizations of IOMC and as part of United Nations system-wide country programming, UNEP will help them to apply the tools and guidance that it develops for sound chemicals management (expected accomplishment (b)) and sound waste management (expected accomplishment (c)). UNEP will measure its success in leveraging partnerships to catalyse change by measuring the extent to which the IOMC partnership and other partners scale up the application of tools and guidance resulting from UNEP efforts.

116. Concerted action across the IOMC partnership and among Governments worldwide will serve to implement the cluster of chemicals-related and waste-related multilateral environmental agreements, including the Minamata Convention on Mercury and the Strategic Approach in particular, through a strengthened relationship with those agreements. UNEP global assessments as well as its support to countries to build capacity for monitoring and evaluating the effectiveness of the chemicals and waste multilateral environmental agreements will enable progress to be tracked on a regular basis. An assumption is that countries will be interested in utilizing their enhanced capacities resulting from UNEP efforts to sustain the necessary data collection and analysis required to monitor the realization of global environmental and sustainability goals.

Outputs planned for the biennium in pursuit of expected accomplishment (a): Countries increasingly have the necessary institutional capacity and policy instruments to manage chemicals and waste soundly, including the implementation of related provisions in the multilateral environmental agreements			
Programme of work output	*Division accountable*	*Contributing division(s)*	*Scope*
1. Secretariat services provided to SAICM	DTIE	DELC	Global
2. Secretariat support provided to the intergovernmental negotiating committee to prepare a global legally binding instrument on mercury (the Minamata Convention on Mercury) during the interim period, prior to its entry into force (Partners: Basel Convention, Rotterdam Convention and Stockholm Convention secretariats, IOMC organizations and WHO, and especially Basel/Stockholm convention regional centres, GEF, regional offices, DCPI, civil society organizations, particularly IPEN and industry organizations such as the International Council on Mining and Metals and International Council of Chemical Associations (ICCA)	DTIE	DELC	Global
3. Secretariat support provided to expert networks developing legal and policy advice to countries to reduce risks from substances and practices identified by SAICM or restricted and controlled by multilateral environmental agreements (Partners: IOMC organizations, secretariats of the Basel, Rotterdam and Stockholm conventions)	DTIE	DELC	Global
4. Outreach and policy support to the compliance efforts of parties to the Montreal Protocol on Substances that Deplete the Ozone Layer	DTIE		Regional
5. Consolidated advisory and support services promote the sound management of chemicals at national level, including mainstreaming into national policies and programmes, instruments and schemes for the governance of chemicals production, use, trade and release. (Partners: WHO, UNDP, ICCA, Asian Disaster Preparedness Centre; European Commission Major Accident Hazards Bureau; OECD; Tsinghua University, Beijing, Renmin University, Beijing; Swiss Federal Office for the Environment; national ministries of environment)	DTIE	Regional offices	Regional

6. Consolidated advisory and support services to facilitate policy and strategy building towards sound integrated waste management (Partners: national ministries of environment, Asian Institute of Technology, United Nations Economic Commission for Europe, ESCAP)	DTIE	DELC Regional offices	Regional

Outputs planned for the biennium in pursuit of expected accomplishment (b): Countries, including major groups and stakeholders, increasingly use the scientific and technical knowledge and tools needed to implement sound chemicals management and the related multilateral environmental agreements			
Programme of work output	*Division accountable*	*Contributing division(s)*	*Scope*
1. Scientific tools for the manipulation and visualization of compiled global datasets provide indicators and evidence-based assessments of the effectiveness of international efforts towards sound chemicals management	DEWA		Global
2. Thematic assessments of environmental transport and the fate of chemicals, and monitoring of trends in chemicals production, handling, movement, use, release and disposal, catalyse coordinated action on chemicals management in the United Nations system (Partners: secretariats of the Basel, Rotterdam and Stockholm conventions, WHO, IUPAC, ILAC, UNEP/WHO POPs reference laboratory at State Chemical and Veterinary Agency (Freiburg, Germany), Örebro University (Sweden), national Governments, GEF, IVM VU Amsterdam (the Netherlands), CSIC Barcelona (Spain), RECETOX, (Stockholm Centre, Czech Republic), Environment Canada, National Natural Science Foundation of China, Chinese Academy of Sciences)	DTIE	DEWA	Global
3. Methodologies to monitor and evaluate the impact of actions addressing chemicals releases to support sound management of harmful substances and multilateral environmental agreements implemented at the national level (Partners: secretariats of the Basel, Rotterdam and Stockholm convention, MEP China, Chinese Academy for Environmental Planning)	DTIE	Regional offices	Global/regional
4. Scientific and technical services delivered through multi-stakeholder partnerships to build the capacities of Governments, the private sector and civil society to take action on the risks posed by chemicals, including those listed in relevant multilateral environmental agreements and the Strategic Approach, and lead and cadmium, as well as unsound management practices (Partners: secretariats of the Basel, Rotterdam and Stockholm conventions, in particular the Basel/Stockholm convention regional centres, IOMC organizations and WHO, GEF, Chinese Academy of Sciences (CAS), ICCA, WBCSD-CSI, Global Alliance for Alternatives to DDT, PCB Elimination Network (PEN). The Global Mercury Partnership has a total of 131 registered partners, 26 of which are Governments (mainly represented by their ministries of environment), 5 are IGOs (Basel Convention secretariat, European Commission, UNIDO, UNITAR, WHO), and 100 are NGOs)	DTIE	Regional offices	Global/regional

5. Actions catalysed through the multi-stakeholder Global Partnership on Nutrient Management to reduce and, where possible, eliminate threats to aquatic environments from land-derived nutrients	DEPI		Global
6. Technical services to assist small and medium-sized enterprises to implement sound chemicals management delivered with partners regionally and nationally (Partners: ICCA; National Cleaner Production Centres; technical partner institutions)	DTIE	Regional offices	Regional
7. Outreach tools and information schemes developed to inform and promote sound management of specific substances (e.g., pesticides) to stakeholders (Partners: ICCA, brands and retailers in the textiles, electronics and building materials sectors, IOMC organizations, China Ministry for Environmental Protection, academia, chemicals formulators, environment NGOs)	DTIE	DCPI	Global

Outputs planned for the biennium in pursuit of expected accomplishment (c): Countries, including major groups and stakeholders, increasingly use the scientific and technical knowledge and tools needed to implement sound waste management and the related multilateral environmental agreements

Programme of work output	*Division accountable*	*Contributing division(s)*	*Scope*
1. Scientific assessments carried out and secretariat support provided to the multi-stakeholder Global Partnership on Waste Management to focus attention and coordinate action on wastes and waste management practices of particular concern and build the capacities of Governments, the private sector and civil society to take up sound waste management (Partners: International Solid Waste Association, UNIDO, Asian Institute of Technology)	DTIE		Global
2. Technical guidance on the most appropriate practices in the management of particular waste streams developed and piloted to catalyse sound waste management and the implementation of waste-related multilateral environmental agreements (Partners: University of New South Wales, UNIDO, Ministry of Environment of Japan)	DTIE	Regional offices	Global/regional
3. Scientific and technical support provided to public-private partnerships to avoid hazardous waste generation through improved product design addressing enhanced consumer concerns	DTIE		Global
4. Technical services demonstrating and implementing sound waste management techniques delivered regionally and nationally with strategic partners (Partners: municipalities and city-level authorities, ministries of environment, Asian Institute of Technology)	DTIE	Regional offices	Regional

External factors

117. The work of the subprogramme responds to evidence presented in the Global Chemicals Outlook of the chemicals intensification of economies through the increase in chemicals production and use as well as in waste generation, often in the absence of effective chemicals and waste management. The work is catalysed through a range of strategic alliances and multi-stakeholder partnerships involving Governments, intergovernmental organizations and non-governmental organizations. Efforts to boost national delivery of advisory and technical services and capacity-building will depend in part on enhanced coordination of United Nations delivery at the country level.

Table 10

Resource projections by category: Chemicals and waste

	Resources (thousands of United States dollars)			*Posts*		
Category	*2014–2015*	*Changes*	*2014–2017*	*2014–2015*	*Changes*	*2016–2017*
A. Environment Fund						
Post	15 169	(32)	15 137	50	(1)	49
Non-post	16 007	5 273	21 280			
Subtotal, A	**31 175**	**5 242**	**36 417**	**50**	**(1)**	**49**
B. Trust and earmarked funds						
Trust and earmarked funds	31 401	1 413	32 814	16	–	16
Subtotal, B	**31 401**	**1 413**	**32 814**	**16**	**–**	**16**
C. GEF trust funds						
GEF trust funds	10 251	451	10 702	3	1	4
Subtotal, C	**10 251**	**451**	**10 702**	**3**	**1**	**4**
D. Programme support costs						
Programme support costs	1 099	(90)	1 009	5	(1)	4
Subtotal, D	**1 099**	**(90)**	**1 009**	**5**	**(1)**	**4**
E. Regular budget						
Post	2 282	951	3 232	7	3	10
Non-post	221	104	325			
Subtotal, E	**2 503**	**1 055**	**3 558**	**7**	**3**	**10**
Total (A+B+C+D+E)	**76 430**	**8 071**	**84 500**	**81**	**2**	**83**

Note: Figures may vary slightly owing to rounding off. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature and their levels are subject to change.

Subprogramme 6
Resource efficiency and sustainable consumption and production

Objective of the organization: To promote and assist in efforts towards patterns in which goods and services are increasingly produced, processed and consumed in a sustainable way in order to reduce environmental impact and contribute to the achievement of sustainable development and the improvement of human well-being

Expected accomplishments	Indicators of achievement
(a) Cross-sectoral scientific assessments, research and tools for sustainable consumption and production and the green economy in the context of sustainable development and poverty eradication are developed, shared and applied by policymakers, including in urban practices	(a) (i) Increase in the number of UNEP-supported regional, national and local institutions that make progress in the development and integration of the green economy in the context of sustainable development and poverty eradication and sustainable consumption and production approaches and tools in their policies[21] *Performance measures* (Number of regional, national and local institutions supported by UNEP which achieve an increase of 1 step or more in the progress measurement framework[22]) December 2013 (baseline): 21 December 2015: (estimate): 38 Progress expected as at December 2016: 48 December 2017: 65 (ii) Increase in the number of references to UNEP resource efficiency assessments and reports in policy and strategic documents by global and regional forums, national institutions, business organizations and academia[23] *Performance measures* (Number of references to UNEP resource efficiency assessments and reports in relevant policy and strategic documents of national public institutions, business organizations, academia and global and regional forums) December 2013 (baseline): 120 December 2015: (estimate): 150 Progress expected as at December 2016: 200 December 2017: 250
(b) Uptake of sustainable consumption and production and green economy instruments and management practices in sectoral policies and in business and financial operations across global supply chains is increased, in the context of sustainable development and poverty eradication	(b) Increase in the number of stakeholders reporting progress in their improved management practices and use of more resource-efficient tools and instruments in sectoral policies with the assistance of UNEP and its partners *Performance measures* (Number of Governments, local authorities, companies and organizations reporting improvements in their management practices, in their sectoral policies or strategies and in their

[21] Proposed indicator (i) replaces the indicator of the biennium 2014–2015 but will allow comparability between the two bienniums. Proposed indicator (ii) will also include reporting on relevant activities carried out under expected accomplishments (b) and (c).

[22] (i) Engage in a process to assess policy options or evaluate capacity-building needs that support a transition towards sustainable consumption and production and GE; (ii) Complete an assessment of policy options and recommendations discussed with stakeholders; (iii) Announce related policy adjustment/new policy; (iv) Integrate or adjust GE and sustainable consumption- and production-related measures in their national policies and plans; (v) Initiate related policy implementation; (vi) Have an active inter-ministerial or multi-stakeholder implementation coordinating mechanism on sustainable consumption and production and GE in place.

[23] The proposed indicator will also include reporting on relevant activities carried out under expected accomplishment (b).

	corporate and industrial processes through UNEP partners and technical networks) December 2013 (baseline): 82 December 2015: (estimate): 177 Progress expected as at December 2016: 197 December 2017: 217
(c) Enabling conditions for promoting more sustainable consumption choices and lifestyles are enhanced	(c) (i) Increase in the number of stakeholders reporting progress in the development and use of tools conducive to more sustainable consumption patterns with the assistance of UNEP and its partners[24] *Performance measures* (Number of Governments, companies, organizations and other stakeholders that report the development and use of tools conducive to more sustainable consumption patterns and lifestyles through UNEP partners and technical networks) December 2013 (baseline): 59 December 2015: (estimate): 82 Progress expected as at December 2016: 92 December 2017: 102 (ii) Increase in the number of projects initiated by stakeholders to promote more sustainable consumption and lifestyles that are catalysed by UNEP *Performance measures* (Number of projects initiated by Governments, companies, organizations and other stakeholders to promote more sustainable lifestyles that are catalysed by UNEP) December 2013 (baseline): 10 December 2015: (estimate): 28 Progress expected as at December 2016: 38 December 2017: 48

Strategy

118. Responsibility for the leadership of the subprogramme rests with the Director of the Division of Technology, Industry and Economics. UNEP aims to support countries and other stakeholders to implement green economy policies in the context of sustainable development and poverty eradication, and promote changes in unsustainable patterns of consumption and production to transition to more inclusive and resource-efficient societies.

119. The subprogramme has long-term experience in delivering across and within specific sectors through global multi-stakeholder partnerships and partnerships within the United Nations system, which will be strengthened to scale up results. Key to the subprogramme is the 10-year framework of programmes on sustainable consumption and production patterns, adopted at the United Nations Conference on Sustainable Development, with five initial programmes operational. UNEP will continue the Partnership for Action on Green Economy (PAGE), together with other United Nations agencies, to provide knowledge and best practices on the green economy and offer technical assistance and capacity-building to interested countries and stakeholders in implementing green economy policies in the context of sustainable development and poverty eradication. The scientific foundations of the subprogramme will be strengthened through the findings of the International Resource Panel. Gender perspectives will be addressed in design and implementation of projects with the use of gender-sensitive indicators.

[24] The proposed indicator replaces the indicator for the biennium 2014–2015 but will allow comparability between the two bienniums.

120. The UNEP strategy is threefold:

(a) UNEP, upon request, will scale up its assistance to Governments and other public institutions at the global, regional, national and subnational levels – taking into account their specificities and priorities – in developing green economy policies and practices in the context of sustainable development and poverty eradication and promote sustainable consumption and production. Using the International Resource Panel, UNEP will provide countries with scientific analysis of material flows, resource pressures and impacts to enable informed decision-making. UNEP will support the delivery of the 10-year framework of programmes on sustainable consumption and production patterns, for which UNEP is serving as secretariat with the support of the national focal points for the framework, and through the Global SCP Clearinghouse. Capacities at the national, regional and city levels will be developed to put in place enabling policy and economic instruments that promote resource efficiency, sustainable consumption and production and a green economy in the context of sustainable development and poverty eradication: national economic assessments, guidance on fiscal and trade policies, market-based and legislative instruments, national sustainable consumption and production action plans as well as related capacity-building and technical assistance to support their implementation and demonstrate the benefits of accelerating the transition towards more resource-efficient societies;

(b) UNEP will strengthen its work to advance sustainability at the sectoral level and within and across the entire supply chain of services and manufactured goods. To promote resource efficiency in the management practices of the business and financial community and small and medium-sized companies, UNEP will bring its scientific assessment work to the business sector, design and build capacity on tools to promote the uptake of cleaner production and eco-innovation practices and new business models, share knowledge of environmentally sustainable technologies and best practices and support corporate social responsibility and sustainability reporting, in particular through the "Group of Friends of Paragraph 47". Mutually supportive policy tools, instruments and business strategies will be developed for high-impact sectors. Targeted sectors include construction, food and agriculture, tourism, and related natural-resource-dependent industries. The banking, investment and insurance sectors will also be targeted through the UNEP Finance Initiative. UNEP will engage with partners to provide benchmarking that helps to elaborate voluntary or regulatory international norms and standards and tests and demonstrates the benefits of synergistic public and private sector approaches and efficient, clean and safe production methods. It will build on the work of others, stimulating cooperation between business and academia. Activities will contribute to the delivery of the 10-year framework of programmes on sustainable consumption and production patterns, as relevant;

(c) UNEP aims to develop favourable policy and business conditions that allow for more sustainable lifestyles. Key drivers of behavioural change will be identified to assist decision makers in assessing the impact of regulations on consumer choices, including economic instruments and pricing. UNEP will strengthen the capacities of public institutions in developing policy measures to stimulate the demand for more sustainable products, in particular sustainable public procurement and supporting infrastructure that allow for sustainable lifestyles. Accessible, reliable, verifiable and life-cycle approaches based on sustainability information by market suppliers will facilitate easy, practical and sustainable choice by consumers. UNEP will support the use of life-cycle-based sustainable product information tools, such as eco-labelling and certification for consumers and market supply chain actors, building on and making more accessible the methodologies and recommendations produced by the life-cycle initiative of UNEP and the Society for Environmental Toxicology and Chemistry (SETAC). This will be achieved, in particular, through the UNEP contribution to the 10-year framework programmes on sustainable lifestyles and education, sustainable procurement and consumer information.

121. The subprogramme complements UNEP work in other subprogrammes, on subjects such as energy efficiency, REDD-plus, transport, building and manufacturing (subprogramme 1); agriculture, biodiversity valuation and ecosystem services (subprogramme 3); and waste management objectives (subprogramme 5).

Achieving results: causal relationships

122. The main impact to which the subprogramme ultimately seeks to contribute is that goods and services are increasingly produced, processed and consumed in a sustainable way. This would lead to a reduction in the environmental impact of production and consumption and contribute to the achievement of sustainable development and the improvement of human well-being.

123. Such an impact is possible if countries, cities, the private sector and individual citizens shift their policies, strategies, management practices and behaviour at the global, regional, national and local levels. In particular, countries should strive to put in place the appropriate enabling environment:

business might not be encouraged to invest in resource efficiency and shift their practices in the absence of a level playing field, and citizens will only be able and motivated to change their behaviour if more sustainable alternatives are available and within their reach.

124. To help bring about such an impact, UNEP will work at a level where it has direct influence – that of building the capacities of Governments, cities and relevant stakeholders to put in place the enabling environment for improving resource efficiency and sustainable patterns of consumption and production. To help establish such an enabling environment, appropriate policy frameworks, incentives and economic instruments that promote sustainable consumption and production and the green economy in the context of poverty eradication and sustainable development also need to be in place. UNEP will support Governments and local authorities with tools and instruments that can help shape their planning and will provide technical assistance for the development and implementation of integrated policies and action plans.

125. An enabling policy environment is necessary, but it is not sufficient. In order to drive change in corporate strategies and business practices and identify hotspots to be addressed, UNEP will support the design and broader use of life-cycle-based tools and methodologies across supply chains in order to help build the capacity of organizations and companies. UNEP will also work with such actors to improve the measurement and disclosure of the environmental impact of organizations and companies. UNEP will support such actors in using the technical guidance and tools targeting industry sectors and actors at all levels of supply chains that UNEP develops, with multi-stakeholder partnerships as a key driver for scaling up change among businesses and financial actors. In order for these tools to be applied and used, tailored technical assistance will have to be provided to relevant industries at the regional and national levels, especially to small and medium-sized enterprises, in coordination with relevant technical partners and United Nations agencies, including to support the transfer and dissemination of more resource-efficient technologies.

126. To maximize impact, UNEP will concentrate its interventions on key sectors, bringing together public and private sector stakeholders in partnership, and closely coordinate with concerned United Nations Agencies. Efforts will be concentrated – in order to achieve change in policies, standard setting, technologies and management practices – on the finance sector, in other words, banks, insurance companies and investors as they contribute to shaping economies, and the food and agriculture as well as building and construction sectors, due to their high environmental impact, and in the services sectors on tourism. The development outcome from these efforts will be the extent to which these sectors improve the efficiency with which resources are produce ' processed and used across their life cycles.

127. A better understanding of how resource use and related environmental impacts correlate with our production and consumption patterns can also help decision makers to make more informed choices, taking into account development opportunities and the potential for the more sustainable management of natural resources. UNEP will therefore provide credible data and policy recommendations, including on biophysical, economic, trade and fiscal policy analysis, to support green investments in high-impact sectors, as well as ways to measure progress and evaluate impacts.

128. As resource efficiency gains are being absorbed by unsustainable consumption patterns, the integration of resource efficiency practices in the production of goods and services should be coupled with a focus on consumption and changing lifestyles. The development outcome to which UNEP will contribute is the uptake of more sustainable lifestyle practices, including the consumption of goods and services that have been produced in more resource-efficient ways. UNEP will work at a level where it can have direct influence – that of increasing the capacities of Governments and other public and private institutions to put into place appropriate policies and social infrastructure, as well as economic incentives to enable and motivate consumers to make more sustainable choices. UNEP will explore the conditions and potential for change in lifestyles to help Governments and stakeholders create the necessary enabling conditions to instigate changes in consumption patterns. This includes the provision of understandable and verifiable information on product sustainability to guide consumers – both individual and institutional – in their purchasing decisions. Institutional consumers themselves play a leadership and transforming role in affecting consumer demand. UNEP will therefore also work with public authorities to help build capacities that improve their own procurement practices. As citizens are key actors in change, communication campaigns will be launched to raise awareness of the benefits of more sustainable purchasing and a shift towards more sustainable lifestyles.

129. Global and regional multi-stakeholder and intergovernmental processes, in particular the 10-year framework of programmes on sustainable consumption and production patterns, but also other international joint efforts such as the Partnership for Action on Green Economy, will be key vehicles for UNEP to convene partners and maximize the relevance and the impact of its interventions. UNEP will also continue to host the secretariat of the Green Growth Knowledge Platform and work with its partners to scale up support for the green economy.

130. Thus, while the immediate outcome of UNEP assistance will be strengthened institutional capacities across government, the private sector and stakeholders – a result directly attributable to UNEP efforts – the ultimate measure of success of those efforts will be the extent to which the enhanced capacities bring about change and increase resource efficiency and sustainable consumption and production practices.

Outputs planned for the biennium in pursuit of expected accomplishment (a): Cross-sectoral scientific assessments, research and tools for sustainable consumption and production and the green economy in the context of sustainable development and poverty eradication are developed, shared and applied by policymakers, including in urban practices			
Programme of work output	*Division accountable*	*Contributing division/s*	*Scope*
1. Resource use assessments and related policy options developed and provided to countries to support planning and policymaking (Partners: International Resource Panel members and partners CSIRO)	DTIE	DEWA DCPI Regional offices	Global/regional
2. Economic, trade and fiscal policy research, analysis and methodologies developed to share knowledge and support Governments and other stakeholders in developing and implementing green economy policies in the context of sustainable development and poverty eradication (Partners: OECD, the World Bank, GGGI, WTO, UNCTAD)	DTIE	DEWA DCPI	Global
3. Secretariat service functions fulfilled and related financial and information sharing mechanisms provided to support the delivery of the 10-year framework programme on sustainable consumption and production patterns (Partners: United Nations Agencies through the United Nations Interagency Coordination Group of the 10-year framework of programmes on sustainable consumption and production patterns; countries through the 10-year framework of programmes national focal points; stakeholders through the 10-year framework of programmes stakeholder focal points)	DTIE	DCPI Regional offices	Global/regional
4. Economic, legal and policy assessments and tools, technical assistance and capacity-building provided to countries and regions to develop and implement green economy and sustainable consumption and production policies (Partners: UNITAR, UNIDO, ILO, UNDP, OECD), United Nations Office for Project Services (UNOPS), United Nations regional commissions, regional roundtables on sustainable consumption and production)	DTIE	Division of Environmental Law and Conventions (DELC) regional offices	Global/regional
5. Policy support as well as training and technical assistance delivered to cities and local communities to support them in transitioning towards more resource-efficient policies and practices (Partners: Global Initiative for Resource Efficient Cities (GI-REC) in city partners, European Commission, UN–Habitat), the World Bank, Cities Alliance, ICLEI)	DTIE	Regional offices	Global/regional

Outputs planned for the biennium in pursuit of expected accomplishment (b): Uptake of sustainable consumption and production and green economy instruments and management practices in sectoral policies and in business and financial operations across global supply chains is increased, in the context of sustainable development and poverty eradication			
Programme of work output	*Division accountable*	*Contributing division/s*	*Scope*
1. Resource scarcity trends analysis and life-cycle-based tools and methodologies developed, implemented and disseminated to enhance, measure and report on resource efficiency, cleaner production and eco-innovation gains along supply chains (Partners: UNIDO-UNEP Resource Efficient and Cleaner Production (RECP) centres, RECP net members, UNIDO-UNEP Green Industry Platform members)	DTIE	DEWA Regional offices	Global/regional
2. Technical guidance, tools and best practices developed and provided to financial services and capital markets stakeholders to improve the integration of environmental and social considerations in their business practices (Partners: UNEP Finance Initiative (UNEP FI) members)	DTIE	Regional offices	Global/regional
3. Economic analysis, technical and policy guidance provided to construction stakeholders and Governments to develop, adopt and implement policies and standards on resource efficiency in buildings and construction practices and related materials through the supply chains (Partners: Sustainable Buildings and Climate Initiative members)	DTIE	Regional offices	Global/regional
4. Economic analysis, technical and policy guidance developed and provided to Governments, businesses and other stakeholders to adopt and implement more resource-efficient practices across and in selected food supply chains and improve the sustainability of food systems from production to consumption (Partners: FAO-UNEP Agri-Food Task Force on Sustainable Consumption and Production members, Sustainable Rice Platform members)	DTIE	Regional offices	Global/regional
5. Economic analysis, technical and policy guidance provided to Governments and tourism stakeholders to develop, adopt and implement policies and standards on more sustainable tourism practices (Partners: UNWTO, Global Partnership for Sustainable Tourism members)	DTIE	Regional offices	Global/regional

Outputs planned for the biennium in pursuit of expected accomplishment (c): Enabling conditions for promoting more sustainable consumption choices and lifestyles are enhanced			
Programme of work output	*Division accountable*	*Contributing division/s*	*Scope*
1. Research on behaviour with regard to sustainable lifestyles and related policy assessments provided to Governments and stakeholders to support decision-making (Partners: national universities and research centres, United Nations University)	DTIE	DCPI Regional offices	Global/regional
2. Global partnership, tools and technical and policy support provided to Governments and other stakeholders to develop and implement sustainable public procurement (Partners: 10-year framework of programmes on sustainable consumption and production patterns, Sustainable Public Procurement Programme partners, ICLEI)	DTIE	Regional offices	Global/regional
3. Life-cycle based information tools and methodologies developed with, and provided to, Governments, businesses and individual consumers to enable and motivate them to make informed choices (Partners: UNEP-SETAC Life-Cycle Initiative members and partners, ISO)	DTIE	Regional offices	Global/regional
4. Outreach and education tools and campaigns developed to raise awareness of citizens, particularly of young people, of the benefits of more sustainable purchasing and shift towards more sustainable lifestyles (Partners: UNESCO, Partnership for Education and Responsible Living, Global Universities Partnership on Environment and Sustainability members)	DCPI	DTIE DEPI Regional offices	Global/regional

External factors

131. The outcome document of the 2012 United Nations Conference on Sustainable Development created a renewed momentum to bring about change through the adoption of the 10-year framework programme on sustainable consumption and production patterns and the acknowledgement of the transformative potential of green economy policies in the context of sustainable development and poverty eradication. However, implementation and actual shifts in the economic paradigm and sustainable consumption and production patterns will be dependent on the level of support from, and the involvement of, countries, and upon Governments and businesses, as well as society at large, looking at resource efficiency as an opportunity in the context of the financial crisis, as opposed to a limiting factor. Another important factor that may influence the delivery of the subprogramme will be the way in which the post-2015 development framework will be shaped.

Table 11

Resource projections by category: resource efficiency and sustainable consumption and production

Category	*Resources (thousands of United States dollars)*			*Posts*		
	2014-2015	*Changes*	*2016-2017*	*2014-2015*	*Changes*	*2016-2017*
A. Environment Fund						
Post	21 608	118	21 726	75	(2)	73
Non-post	23 721	7 509	31 230			
Subtotal, A	**45 329**	**7 627**	**52 956**	**75**	**(2)**	**73**
B. Trust and earmarked funds						
Trust and earmarked funds	28 101	1 265	29 365	27	-	27
Subtotal, B	**28 101**	**1 265**	**29 365**	**27**	–	**27**
C. GEF trust funds						
GEF trust funds	–	–	–	–	–	–
Subtotal, C	–	–	–	–	–	–
D. Programme support costs						
Programme support costs	983	–	983	5	–	5
Subtotal, D	**983**	–	**983**	**5**	–	**5**
E. Regular budget						
Post	2 538	705	3 243	9	2	11
Non-post	309	91	400			
Subtotal, E	**2 847**	**796**	**3 643**	**9**	**2**	**11**
Total (A+B+C+D+E)	**77 260**	**9 688**	**86 948**	**116**	-	**116**

Note: Figures may vary slightly owing to rounding off. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature and their levels are subject to change.

Subprogramme 7
Environment under review

Objective of the organization: To empower stakeholders in their policy and decision making by providing scientific information and knowledge and keeping the world environment under review

Expected accomplishments	Indicators of achievement
(a) Global, regional and national policymaking is facilitated by environmental information made available on open platforms	(a) (i) Increase in the number of United Nations agencies and multilateral environmental agreements using data on environmental trends, identified through UNEP, to influence their policy *Performance measures* (Number of United Nations agencies and secretariats of multilateral environmental agreements that cite UNEP online information platforms and documents/reports containing data on environmental trends in their policy statements and documents (e.g., United Nations Development Assistance Frameworks, United Nations Development Group training materials)) December 2013 (baseline): 0 (citations in policy statements and documents) December 2015: (estimate): 0 (citations in policy statements and documents) Progress expected as at December 2016: 15 (citations in policy statements and documents) December 2017: 18 (citations in policy statements and documents) (ii) Increase in the number of relevant global, regional and national forums and institutions using data on environmental trends identified through UNEP to influence their policy *Performance measures* (Number of global, regional and national forums and institutions that cite UNEP documents, reports, speeches and press releases on environmental trends in their documents and policy statements) December 2013 (baseline): 0 December 2015 (estimate): 10 Progress expected as at December 2016: 15 December 2017: 20 (iii) Level of accessibility and ease of use of UNEP environmental information through open platforms measured against internationally recognized standards for open access to information *Performance measures* (Percentage improvement in the level of accessibility measured by usability tests) December 2013 (baseline): 0 December 2015 (estimate): 50 per cent Progress expected as at December 2016: 65 per cent December 2017: 80 per cent *Performance measures* (Percentage of surveyed users that are satisfied with the information available on the open platform)

	December 2013 (baseline): 0 December 2015 (estimate): 50 per cent Progress expected as at December 2016: 65 per cent December 2017: 80 per cent (iv) Increase in the number of United Nations inter-agency initiatives and external partnerships catalysed by UNEP that contribute scientifically credible and policy-relevant environmental data and indicators to UNEP assessment processes *Performance measures* (Number of United Nations agencies that have contributed scientifically credible and policy-relevant environmental data and indicators to UNEP assessment processes) December 2013 (baseline): 0 December 2015 (estimate): 5 Progress expected as at December 2016: 8 December 2017: 10 *Performance measures* (Number of United Nations agencies and secretariats of multilateral environmental agreements that have linked their data and information systems to UNEP Live) December 2013 (baseline): 0 December 2015 (estimate): 4 Progress expected as at December 2016: 6 December 2017: 8 (v) Number of partnerships between UNEP and external partners that have contributed scientifically credible and policy-relevant environmental data and indicators to UNEP assessment processes December 2013 (baseline): 0 December 2015 (estimate): 10 Progress expected as at December 2016: 15 December 2017: 20
(b) Global, regional and national assessment processes and policy planning are informed by emerging environmental issues	(b) Increase in the number of stakeholders surveyed that acknowledge the uptake in assessment and policy development processes of scenarios and early warning on emerging environmental issues identified by UNEP *Performance measures* (Number of United Nations agencies, multilateral environmental agreements, other forums and networks, institutions and national Governments surveyed that acknowledge uptake of scenarios and early warning on emerging issues in assessment and policy development processes) December 2013 (baseline): 0 December 2015 (estimate): 5 Progress expected as at December 2016: 8 December 2017: 12

(c) The capacity of countries to generate, access, analyse, use and communicate environmental information and knowledge, including data related to gender aspects, is enhanced	(c) (i) Increase in the number of countries that take the lead in generating, analysing, managing and using environmental information in comparable formats and with a focus on gender-sensitive tools, and making the information and knowledge available to the public and policy makers, as a result of UNEP intervention *Performance measures* (Number of countries developing information systems and documents/reports that include analysed data and information having their origins in UNEP outputs and processes (e.g., citations in documents such as green economy transition plans, climate change and disaster risk reduction action plans)) December 2013 (baseline): 0 December 2015 (estimate): 4 Progress expected as at December 2016: 8 December 2017: 12 *Performance measures* (Number of countries making available environmentally relevant gender disaggregated data) December 2013 (baseline): not applicable December 2015: (estimate): 100 Progress expected as at December 2016: 140 December 2017: 180 (ii) Increase in the number of countries making available credible nationally generated data and access to country-specific environmental information in comparable formats available on public platforms *Performance measures* (Number of countries making accessible to the public additional or new environmental data sets and public platforms in comparable formats (e.g., websites, information or data portals)) December 2013 (baseline): 0 December 2015 (estimate): 100 Progress expected as at December 2016: 150 December 2017: 200 (iii) Increased number of major groups and stakeholders surveyed that acknowledge their involvement in the generation, access to and use of environmental information available on public platforms *Performance measures* (Number of accredited major groups and stakeholders acknowledging involvement in the generation, access to and use of environmental information made available on public platforms, based on surveys) December 2013 (baseline): 0 December 2015 (estimate): 5 Progress expected as at December 2016: 35 December 2017: 45

Strategy

132. Responsibility for the leadership of the subprogramme rests with the Director of the Division of Early Warning and Assessment. UNEP aims to review the state of the global environment to help ensure that emerging environmental problems of international significance are prioritized and receive consideration by Governments. UNEP will produce scientifically credible knowledge on the status and trends of the global environment, and contextualize it within the paradigm of sustainable development. UNEP will routinely update the status and trends of key environmental indicators, early-warning information on emerging issues and policy-relevant environmental assessments, and support countries in generating environmental knowledge to inform decision-making. The comparative advantage of UNEP in influencing policy will be realized through its contribution to intergovernmental platforms and mechanisms, inter alia, the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services, IRP and IPCC; and through its convening power within the United Nations family, which includes the multilateral environmental agreements. The subprogramme will ensure the coherence of assessments carried out across all other UNEP subprogrammes. UNEP will work with partners active in environmental information, communication and policy, such as scientific bodies, and with the multilateral environmental agreement secretariats and sister United Nations agencies, among others, to implement the following strategy:

(a) UNEP will work to facilitate policymaking at the global, regional and national levels through the development of integrated assessments that provide sound science as a basis for decision-making. UNEP will develop tools and methods to enable the integration of environmental, economic and social information. Scientific credibility and policy relevance are key for the Programme's integrated assessments. Internationally agreed environmental goals will be utilized to assess the state of the environment. UNEP will work with the secretariat of the Convention on Biological Diversity, for example, to identify how to analyse progress against the Aichi Biodiversity Targets and the Strategic Plan for Biodiversity 2011–2020 of the Convention. UNEP will seek complementarity and avoid duplication with other major environmental assessments and GEF priority-setting processes. Collaboration with policymakers is key to understanding their perspectives and ensuring that they are considered in the assessments and that the assessment findings are useful. UNEP will use cutting-edge information and communications technology to widen access to its information base, enhance the efficiency of, and engage broad stakeholder participation in, assessment processes and their outcomes. Scientific information from the subprogramme will be used to enhance the implementation of the environmental governance subprogramme;

(b) UNEP will provide scenarios on environmental trends by identifying data available in different localities and filling information gaps to provide early warning of emerging problems. This will comprise the development and consolidation of scientific approaches for the identification of critical thresholds and emerging issues. It will include outreach and awareness-raising in which knowledge generated is customized for a range of stakeholders, including United Nations agencies and targeted external stakeholders on the basis of the relevance of the issue to particular groups;

(c) UNEP will provide countries with policy advice and technical support to increase their ability to generate, access and analyse integrated environmental information, and continue to partner with relevant United Nations agencies, think tanks and scientific and academic institutions to improve the quality and utility of scientific information and knowledge generated at the national, subregional and regional levels. In the the global Gender and Environment Outlook, to be launched in 2016, UNEP will provide information on gender and environmental management for utilization by its stakeholders in policymaking and implementation. UNEP will improve access to information for improved decision-making at the global, regional and national levels, in line with Principle 10 of the Rio Declaration. The participation of major groups and stakeholders in information needs assessments and the generation and collection of data and information will be facilitated, as will the dissemination of information at the national and local levels. UNEP will draw on the expertise and networks of its partners, including developed and developing countries and organizations that are maintaining regional, national and thematic environmental information systems, to identify data gaps and build the capacity of stakeholders to better access, generate and use information in shaping decisions toward an equitable and sustainable development pathway.

Achieving results: causal relationships

133. The main aim of the environment under review subprogramme is to contribute to improved international, regional and national policy- and decision- making based on enhanced access to timely, accurate and relevant scientific information and knowledge on the environment, including the state of the environment. In working towards that aim, UNEP intends to contribute to two key development outcomes: that global, regional and national policymaking is facilitated by environmental information

made available on open platforms and that global, regional and national assessments processes and policy planning are informed by emerging issues. In support of those development outcomes, UNEP will also work towards a third development outcome: strengthening the capacities of countries to generate, access, analyse, use and communicate environmental information and knowledge.

134. In order to empower stakeholders, UNEP aims to build on existing successes, best practices and processes. UNEP will also work in partnerships with external actors that play a role in empowering stakeholders in the environmental field to strengthen the science-policy interface and, in turn, to better inform policy- and decision-making.

135. For informed policymaking to be achieved through the availability of scientific and environmental information on open platforms, several conditions must be met: (a) information that is policy relevant must be produced and made available; (b) this information must be timely and kept up to date; (c) technology must be in place to allow this information to be discoverable; (d) support must be available and extended to UNEP stakeholders to engage in processes to influence policymaking; and (e) the information must be useful in the hands of users/stakeholder groups, including policy- and decision-makers themselves. The establishment of these conditions is expected to be an immediate outcome of the work of UNEP under the subprogramme.

136. To this end, UNEP will continue to build UNEP Live to provide dynamic updating on the status and trends of the environment, support a range of assessment processes and facilitate easy access to environmental information, alerts, data, maps and graphics at all scales. The processes to achieve these outcomes include working with national organizations and institutions to facilitate online access to scientifically credible, relevant and timely data and information on the state and trends of the environment, as well as other assessments and knowledge repositories; providing capacity development and technological support; and engaging Governments in the development of monitoring networks to support the analysis of state and trends of the environment and tracking progress of the sustainable development goals.

137. The UNEP Live platform will also provide online systems to support the preparation and delivery of GEO-6 and other global assessments, inter alia, those called for by IRP and the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services, and the Programme's cross-cutting Gender and Environment Outlook, and include facilitation for the registration of nominated experts, the peer-reviewing process overseen by scientific advisory panels, the GEO high-level intergovernmental and stakeholder group, the quality assurance of data and information, stakeholder analysis, the definition of user requirements and the development of regional strategies and partnerships. GEO-6, which will include a negotiated summary for policymakers, will thus be a scientifically credible global environmental assessment.

138. In working towards this development outcome, there are a number of factors (drivers and assumptions) over which UNEP may exercise limited control. For example, the data necessary to undertake the analyses that underpin environmental assessment processes may not exist for all countries and regions or at the global scale; the data that does exist may have gaps or lack credibility; the data may exist but be inaccessible because of incompatibilities in format or confidentiality rules, or it may be unusable or inappropriate for the purpose intended ("unfit for purpose"); or simply not be accessible for institutional reasons.

139. If global, regional and national assessment processes and policy planning are to be better informed by emerging issues, the immediate outcome that can be directly attributed to UNEP efforts will be that member States, major groups and stakeholders have improved access to structured processes, protocols and support tools and approaches to enable them to identify, analyse and report on emerging issues and trends.

140. Using guidance developed in previous bienniums, the subprogramme will support awareness of emerging environmental issues, providing timely, evidence-based identification and communication of complex scientific information on emerging issues to policymakers and the public. UNEP will look into emerging solutions and put in place structured processes for the identification of issues and for the analysis and reporting on those issues at both global and regional scales.

141. Important assumptions underlying the successful achievement of this development outcome are the timely and active participation of key stakeholders in the analysis and ready availability of scientific data to support the assertion of issues deemed to be of environmental concern.

142. In order to enable countries (member States and stakeholder groups) to engage effectively at multiple levels in the environmental information life cycle (i.e., to generate, access, analyse use and communicate environmental information), the immediate outcome directly attributable to the Programme's work will be the strengthened capacity of competent institutions responsible for the regular monitoring and collection of primary data, as well as the increased ability to maintain, analyse and interpret environmental information. UNEP will include in its capacity-building elements of data quality standards following recognized international protocols, and place emphasis on increasing the ability of policymakers to integrate and transform environmental information into policy-relevant language. Innovative communications and information technologies exist to engage, inform and empower a broad range of key stakeholders to use available data and information on environmental issues. To strengthen data quality and data gap issues, UNEP will promote the use of international data standards such as the Dublin Core Metadata standards, and ISO standards for geographic and geospatial data.

143. Key assumptions underlying the successful achievement of this development outcome are that institutions responsible for environmental monitoring and data collection exist, particularly at national level, for UNEP to partner with and strengthen their capacity. Equally, institutions must have the legislative frameworks in place to assess, manage and report on their environment. Once information is available and accessible, the assumption is also that it will influence policymaking and that stakeholders will use it in policymaking processes. Stakeholders must also have access to information and technology to allow for the discovery and use of environmental information. UNEP interventions in this regard are to leverage best practices and, as appropriate, develop innovative solutions to foster and strengthen the ability of stakeholders – including intergovernmental forums – to access and use environmentally relevant information in policy- and decision-making processes; and to encourage creative media approaches to bring environmental messages to as broad a constituency as possible.

Outputs planned for the biennium in pursuit of expected accomplishment (a): Global, regional and national policy-making is facilitated by environmental information made available on open platforms			
Programme of work output	*Division accountable*	*Contributing division/s*	*Scope*
1. Operational online platform(s) open for the public to access environmental data and information at global, regional and national levels, contributed by UNEP and partners to satisfy the needs of different user communities (Partners: Esri, Group on Earth Observations (GEO), ICSU, International Institute for Applied System Analysis (IIASA), Microsoft Corporation, NASA, NOAA, OECD, SCOPE, WRI, UNEP-WCMC)	DEWA	All UNEP divisions Regional offices	Global/regional
2. Integrated assessment reports, atlases, online information and regularly produced data on core indicators provide sound science and integrate environmental, economic and social information as a basis for decision-making (Partners: Africa: AfDB, CEDARE, ICRAF, IUCN, Southern African Research and Documentation Centre, WIOMSA, universities (working through UNEP EETU) Asia and the Pacific: ADB, AIT, ASEAN, ASEAN Biodiversity Centre, Institute for Global Environmental Strategies (IGES), CSIRO, Development Alternatives Group, NIES, TERI, SPREP, SACEP, SAARC, IUCN Europe: Central European University and others, Eurostat), EEA, JRC, GRID Centres, GRID-Arendal, Regional Environment Centre (Hungary), SEI North America: Environment Canada, IISD, US EPA, Bill and Melinda Gates Foundation and other foundations, USGS and United States Department of the Interior, University of Maryland and other universities United States Department of State	DEWA	DTIE DEPI Regional offices	Global/regional

Latin America and the Caribbean: Water Centre for the Humid Tropics of Latin America and the Caribbean (CATHALAC), GeoSUR, Centro Integrado de Desarrollo Sostenible, Cropper Foundation, Development Bank of Latin America (CAF), universities. Western Asia: American University of Beirut, Arab Centre for Studies of Arid zones and Drylands (ACSAD), Arab Planning Institute, Arabian Gulf University (AGU), CEDARE, Environment Agency Abu Dhabi/Abu Dhabi Global Environmental Data Initiative (EAD/AGEDI), Kuwait Institute for Scientific Research (KISR), Regional Organization for the Conservation of the Environment of the Red Sea and Gulf of Aden (PERSGA), Regional Organization for Protection of the Marine Environment (ROPME))			
3. Environmental information identified by UNEP is presented and disseminated to different target audiences, including Governments, academia, United Nations entities, media, and the general public, in United Nations official and other languages (Partners: OARE, Global and regional press and media organizations, DPI, communications divisions of key United Nations System partners)	DCPI	DEWA SGBS Regional offices	Global/regional
4. Methodologies, standards, tools and approaches including those used for the internationally agreed environmental goals identified in GEO-5 are refined, developed and disseminated to assist target audiences in generating, validating, gaining access to, understanding and using environmental information (Partners: Africa: AfDB, CEDARE, ICRAF, IUCN, SARDC, WIOMSA, Universities (working through UNEP EETU) Asia and the Pacific: ADB, AIT, ASEAN, ASEAN Biodiversity Centre, IGES, CSIRO Development Alternatives Group, NIES, TERI, SPREP, SACEP, SAARC, IUCN Latin America and the Caribbean: CATHALAC, GeoSUR, Centro Integrado de Desarrollo Sostenible, Cropper Foundation, CAF, universities. Western Asia: American University of Beirut, ACSAD, Arab Planning Institute, AGU, CEDARE, EAD/AGEDI, KISR, PERSGA, ROPME)	DEWA	Regional offices	Global/regional
5. Technical support to enhance accessibility by United Nations entities, including country teams and multilateral environmental agreements to use data on environmental trends identified through UNEP to catalyse discussions on environmental sustainability at high level to influence policy and programme development (Partners: Africa: AfDB, CEDARE, ICRAF, IUCN, SARDC, WIOMSA, universities (working through UNEP EETU) Asia and the Pacific: ADB, AIT, ASEAN, ASEAN Biodiversity Centre, IGES, CSIRO, Development Alternatives Group, NIES, TERI, SPREP, SACEP, SAARC, IUCN Latin America and the Caribbean: CATHALAC, GeoSUR, Centro Integrado de Desarrollo Sostenible, Cropper Foundation, CAF, universities	DEWA	DELC Regional offices	Regional

Western Asia: American University of Beirut, ACSAD, Arab Planning Institute, AGU, CEDARE, EAD/AGEDI, KISR, PERSGA, ROPME)			
6. Major groups and stakeholders are provided with targeted information, knowledge, tools, methodologies and technological support to effectively access, generate and disseminate environmental information to contribute towards improved decision in global, regional and national policymaking (Partners: UNITAR, ECLAC, ECA, NGLS, ESCWA, World Resources Institute, Stakeholder Forum WWF, IUCN, Greenpeace, Geneva Environment Network members, Green Economy Coalition, ITUC, CIEL, WBCSD, ICC, networks and communities of practices working with UNEP on thematic issues (e.g., GEO network of contributors and collaborating centres; IPBES; GEC, etc.); accredited major groups and stakeholders)	SGBS	DEWA	Regional

Outputs planned for the biennium in pursuit of Expected Accomplishment (b): Global, regional and national assessment processes and policy planning are informed by emerging environmental issues			
Programme of work output	*Division accountable*	*Contributing division/s*	*Scope*
1. Structured processes, tools and technologies improved for the identification, analysis and reporting of emerging environmental issues of global and regional significance, and capacity enhanced for decision-making and policy development (Partners: Africa: AfDB, CEDARE, ICRAF, IUCN, SARDC, WIOMSA, universities (working through UNEP EETU) Asia and the Pacific: ADB, AIT, ASEAN, ASEAN Biodiversity Centre, IGES, CSIRO, Development Alternatives Group, NIES, TERI, SPREP, SACEP, SAARC, IUCN Europe: Central European University and others, EC Eurostat, EEA, JRC, GRID Centres, GRID-Arendal, Regional Environment Centre (Hungary), SEI North America: Environment Canada, IISD, US EPA, Bill and Melinda Gates Foundation and other foundations, USGS, United States Department of the Interior, University of Maryland and other universities United Staes Department of State Latin America and the Caribbean: CATHALAC, GeoSUR, Centro Integrado de Desarrollo Sostenible, Cropper Foundation, CAF, universities Western Asia: American University of Beirut, ACSAD, AGU, CEDARE, EAD/AGEDI, KISR, PERSGA, ROPME)	DEWA	Regional offices DELC DTIE	Global/regional
2. Targeted outreach actions to inform and alert stakeholders to emerging environmental issues (Partners: Global and regional press and media organizations, DPI, communications divisions of key United Nations System partners)	DCPI	DEWA Regional offices	Global/regional

Outputs planned for the biennium in pursuit of expected accomplishment (c): The capacity of countries to generate, access, analyse, use and communicate environmental information and knowledge, including data related to gender aspects, is enhanced			
Programme of work output	*Division accountable*	*Contributing division/s*	*Scope*
1. Global best practices are identified and/or developed to build capacity and catalyse access by Governments, major groups and other stakeholders to use information tools, and provide technology support to generate, validate, contribute to, access and communicate integrated environmental data and information (Partners: UNITAR, ECLAC, ECA, NGLS, ESCOWA, World Resources Institute, Stakeholder Forum, WWF, IUCN, Greenpeace, Geneva Environment Network members, Green Economy Coalition, ITUC, CIEL, WBCSD, ICC, networks and communities of practices working with UNEP on thematic issues (e.g., GEO network of contributors and collaborating centres; IPBES; GEC, etc.); accredited major groups and stakeholders)	DEWA	RSO SGBS	Global/regional
2. Capacities of regional forums, national institutions and major groups and stakeholders are enhanced to better utilize environmental information, knowledge contained in, and outcomes of, major UNEP-led assessments (e.g., GEO-5) in regional and national policy and planning processes, including data related to gender aspects (Partners: Africa: AfDB, CEDARE, ICRAF, IUCN, SARDC, WIOMSA, universities (working through UNEP EETU) Asia and the Pacific: ADB, AIT, ASEAN, ASEAN Biodiversity Centre, IGES, CSIRO, Development Alternatives Group, NIES, TERI, SPREP, SACEP, SAARC, IUCN Latin America and the Caribbean: CATHALAC, GeoSUR, Centro Integrado de Desarrollo Sostenible, Cropper Foundation, CAF, universities Western Asia: American University of Beirut, ACSAD, AGU, CEDARE, EAD/AGEDI, KISR, PERSGA, ROPME)	DEWA	RSO SGBS Regional offices	Global/regional
3. Customized communication and outreach tools, methodologies, mechanisms/networks and products developed to increase capacity nationally, regionally and globally (Partners: OARE, Global and regional press and media organizations, Department of Public Information of the Secretariat, communications divisions of key United Nations system partners)	DCPI	DEWA RSORegional offices	Global/regional

External factors

144. External factors that present potential risks include: the willingness of Governments to provide access to key environmental and related socioeconomic data necessary for conducting assessments through interactive platform(s), the quality of the data and information provided by data owners (Governments, institutions and the research community) and the active use by Governments in their policy- and decision-making processes of data and information made accessible through UNEP work.

Table 12
Resource projections by category: environment under review

Category	*Resources (thousands of United States dollars)*			*Posts*		
	2014-2015	*Changes*	*2016-2017*	*2014-2015*	*Changes*	*2016-2017*
A. Environment Fund						
Post	10 288	(153)	10 135	43	(2)	41
Non-post	6 480	2 853	9 333			
Subtotal, A	**16 768**	**2 700**	**19 468**	**43**	**(2)**	**41**
B. Trust and earmarked funds						
Trust and earmarked funds	11 227	505	11 733	2	–	2
Subtotal, B	**11 227**	**505**	**11 733**	**2**	–	**2**
C. GEF trust funds						
GEF trust funds	5 695	251	5 946	–	–	–
Subtotal, C	**5 695**	**251**	**5 946**	–	–	–
D. Programme support costs						
Programme support costs	410	–	410	1		1
Subtotal, D	**410**	–	**410**	**1**	–	**1**
E. Regular budget						
Post	2 139	3 295	5 434	6	10	16
Non-post	1 895	813	2 707			
Subtotal, E	**4 033**	**4 108**	**8 141**	**6**	**10**	**16**
Total (A+B+C+D+E)	**38 133**	**7 564**	**45 697**	**52**	**8**	**60**

Note: Figures may vary slightly owing to rounding off. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature and their levels are subject to change.

D. Programme support

145. Programme support comprises services provided by the UNEP Office for Operations and Corporate Services and resources entrusted by UNEP to United Nations service providers, such as the United Nations Offices at Nairobi, Geneva and Vienna and the Economic and Social Commission for Asia and the Pacific in Bangkok. The Office for Operations is responsible for establishing standard business practices across the areas of strategic planning and monitoring, partnership selection and management, financial and human resource management, resource mobilization and information and communications technology support. The office is also responsible for providing technical support and tools in these work areas and is ultimately responsible for oversight to provide management with information to review the performance of UNEP across these different services and ensure that norms and standards within the organization are followed. The Office for Operations enhances corporate accountability, including by issuing new delegations of authority and undertaking compliance review, oversight and reporting. The office coordinates and services UNEP work in relation to oversight bodies such as the Office for Internal Oversight Services and the United Nations Board of Auditors.

146. Within the Office for Operations, the Quality Assurance Section is directly responsible for driving and supporting the Programme's results-based management reforms. The section establishes standard business practices for UNEP strategic planning, programmes and projects and manages the related review and approval processes. The Section also establishes the business practices for programme analysis, performance monitoring and reporting and assures quality in project and programme reporting. It has the authority and means to ensure quality in programmes and projects and programme performance. The Environment and Social Safeguards Unit supplements this work by

ensuring that such safeguards, including in the area of gender, are integrated within the Programme and its project portfolio.

147. UNEP has institutionalized environmental and social safeguards, including on gender, to reduce risks in the areas of environmental and social sustainability. UNEP is committed to ensuring that gender perspectives are fully integrated into its programmes, policies and operational strategy. A new gender policy and plan of action developed in the biennium 2014–2015 will focus on the integration of gender considerations in human resources, programme and project planning, implementation and monitoring and evaluation processes.

148. Donor Partnerships and Coordination (formerly the Resource Mobilization Section) is responsible for facilitating, supporting and coordinating the resource mobilization efforts undertaken by UNEP programme managers with the aim of securing adequate and predictable funding, in particular through the Environment Fund and trust funds and earmarked contributions, including the Global Environment Facility. This entails close communication with partners and programme managers, the development of strategic partnerships with Governments in support of UNEP priority programmes and projects and the diversification of UNEP funding sources through the development of support from non-State actors and the provision of donor and programme information and resource mobilization tools.

149. The Office for Operations is also responsible for the strategic management of UNEP financial, human and information technology resources and partnerships and their alignment with programmatic needs, as well as the management of UNEP assets under the International Public Sector Accounting Standards (IPSAS). It works in close cooperation and coordination with the United Nations Office at Nairobi, which provides services to UNEP in respect of accounting, payroll and payments, recruitment and staff services, staff development, network and other systems administration, procurement and inventory maintenance. The United Nations Office at Nairobi also provides services to UNEP in the areas of host country relations, buildings management, conference management, medical services and security and safety.

150. The Office for Operations is the main driver in UNEP and will ensure that the operations strategy of the medium-term strategy for the period 2014–2017 is implemented. This will require that results-based approaches be fully integrated, from both the strategic and operational perspectives. The strategy, which began to be implemented in the biennium 2014–2015 and will continue through the biennium 2016–2017, will allow all planning and delivery efforts within the organization – from programme planning, human and financial resources mobilization, allocation and management to partnerships management, risk management, monitoring and evaluation – to have mutually reinforcing objectives. The aim is to enable UNEP to better deliver its services to other United Nations agencies and countries, with all services working from different angles but in a coherent way to jointly achieve the results in the programme of work. The objective of programme support is to ensure quality and accountability in UNEP programme planning and implementation and in the associated management of financial, human and information technology resources and partnerships to achieve the results in the programmes of work for the bienniums 2014–2015 and 2016–2017and the medium-term strategy for the period 2014–2017.

151. The GEF operations of UNEP have been integrated into the programme of work in the biennium 2014–2015, and this will continue into the biennium 2016–2017 so as to allow for greater programmatic synergy and complementarity, the harmonization and enhancement of workflow and standards and enhanced delivery and impact between the GEF portfolio and the programme of work. While the responsibility for programming and delivery and the corresponding technical and financial staff implementing the portfolio are fully integrated in the global divisions, relations with the GEF secretariat and corporate support functions are entrusted to the Office for Operations and Corporate Services so as to ensure strategic corporate support to the GEF Partnership and facilitate the internal monitoring of the portfolio, while the UNEP Chief Scientist provides support and oversight to the Scientific and Technical Advisory Panel.

152. UNEP also aims to be on a par with international best practices in organizational management. This means that UNEP must enhance the satisfaction of its customers, which in UNEP are not only Governments and major groups but also the United Nations system as a whole, as UNEP plays a key role in bringing coherence to the work of the United Nations system on environmental issues, and catalyse action based on comparative strengths. The primary expected accomplishment of UNEP will continue to be focused on the need to ensure that customer satisfaction is a key driver of the Programme.

153. A significant part of the responsibility of the Office for Operations during the biennium 2016-2017 will be continuing to coordinate the next phase in the transition to the enterprise resource planning system (Umoja) adopted by the United Nations system as a whole. During the 2014–2015 biennium, the organization is expected to be fully online and operational in terms of the Umoja modules on finance and grants, travel and human resources. From 2016, UNEP will be using the project management modules of Umoja. This transition is expected to enhance the management efficiency and effectiveness of UNEP as well as its ability to manage and report programme and finance information and results in an integrated manner, which presently takes place in a system external to the current accounting system of the United Nations. Ensuring that business and project management accounting practices are conducted in an even more integrated manner between programme and finance will represent a major effort on the part of the entire UNEP team during the 2014–2015 period. This will require a significant investment in training and a transition from legacy systems to new ones that integrate the functionality required from UNEP in systems currently in use.

154. International best practice also calls for processes for continual improvement through monitoring and adaptive management to improve quality in performance based on accountability for delivery. Such practices require a systematic, factual approach to decision-making so that continuous improvement is possible. The strengthening of the UNEP yearly programme and six-monthly project performance monitoring and reporting process will entail ensuring that a strong evidence base exists when reporting on performance and, in turn, a more structured approach to the validation of performance data. This, in turn, will strengthen the basis for a systematic approach to the use of performance information so that ultimately management actions can be taken at project and programme levels to achieve results in the programme of work.

155. Performance information from the annual programme performance report of UNEP will include findings relating to programme and project management and to financial, human and information technology management, among other issues. These findings will serve as a basis for management actions to be taken so that adaptive programme and project management can be carried out and human and financial resource mobilization, allocation and management conducted with mutually reinforcing objectives to ensure that the results planned in the programme of work are ultimately achieved. With accountability as the cornerstone of UNEP results-based management, the organization will continue to systematically track through the organization's programme information management system the extent to which management actions are taken to adaptively manage programmes and projects to achieve planned results. The organization will show much more emphasis on outcome level reporting, taking into account lessons learned from the programme performance reporting process.

156. Furthermore, UNEP will aim for greater coherence between programmatic needs identified in the area of programme planning and monitoring and the development of human capacities, as UNEP will ensure that capacities are enhanced for effective results-based management. UNEP will therefore continue its practice, begun in the biennium 2014–2015, to include a core budget for results-based-management training.

157. As part of its drive to enhance accountability and performance management, UNEP will take a systematic and factual approach to decision-making as part of its approach to risk management. UNEP will have the appropriate controls and processes to reduce and manage risks that relate to programmatic, financial and human resource management, information technology and partnerships that could potentially impinge on its ability to achieve the results in the medium-term strategy and the programme of work. The aim is that UNEP can therefore adaptively manage its programmes and projects and better deploy resources to ensure efficiency in its operations and value for money.

158. The table below sets out the expected accomplishments and indicators of achievement, which continue to be relevant for the biennium 2016–2017, to underpin much of the UNEP operations strategy in the medium-term strategy.

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective: To ensure quality and accountability in UNEP programme planning and implementation and in the associated management of financial, human and information technology resources and partnerships to achieve the results in the programme of work and medium-term strategy

Expected accomplishments	Indicators of achievement
(a) UNEP programme is increasingly driven by a strong customer focus	(a) Level of satisfaction expressed by surveyed members of the Committee of Permanent Representatives and relevant partners of UNEP on the relevance of UNEP programme planning documents *Performance measures* Estimate 2014–2015: 70 per cent Target 2016–2017: 70 per cent
(b) UNEP systematically uses risk information in its decision-making	(b) Percentage of significant risks identified by UNEP pertaining to programmatic, financial, human, information technology and partnership issues, which could affect the delivery of results, that receive management actions *Performance measures* Estimate 2014–2015: 70 per cent Target 2016–2017: 70 per cent
(c) UNEP systematically uses performance information in its decision-making	(c) (i) Percentage of accepted programme and budget performance issues and evaluation recommendations identified in UNEP programme performance reports and in evaluations that receive management action *Performance measures* Estimate 2014–2015: 80 per cent Target 2016–2017: 80 per cent (ii) Percentage of UNEP projects that can demonstrate the integration of gender considerations in project implementation *Performance measures* Estimate 2014–2015: 50 per cent Target 2016–2017: 60 per cent (iii) Percentage of non-earmarked extrabudgetary resources allocated that are based on the use of performance information *Performance measures* Estimate 2014–2015: 90 per cent Target 2016–2017: 90 per cent

Outputs

(a)	Administrative support services (regular budget/extrabudgetary)	
	(i)	Programme planning, monitoring, budget and accounts: programme plan and budget for the biennium 2018–2019 (one programme and budget plan). Programme and budget performance reports for the biennium 2016–2017 (2 annual reports)
	(ii)	Resource mobilization: updated resource mobilization strategy per subprogramme (7)
(b)	Internal oversight services (regular budget/extrabudgetary)	
	(i)	Management reviews: half-yearly management reviews of UNEP programme performance monitoring (based on the UNEP monitoring policy) to assess progress in implementation and accountability and track management actions to improve performance. A risk register to be developed in 2014–2015 to be used to assess risks and take corrective action
	(ii)	Audits: internal and external audits facilitated and written management response showing actions taken to implement audit recommendations

Table 13
Resource projections by funding category: programme support

	Resources (thousands of United States dollars)			*Posts*		
Category	*2014-2015*	*Changes*	*2016-2017*	*2014-2015*	*Changes*	*2016-2017*
A. Environment Fund						
Post	5 803	145	5 948	28	–	28
Non-post	1 284	(406)	878			
Umoja and IPSAS	1 575	(75)	1 500			
UNON/UNOG bills	5 650	1 000	6 650			
After-service health insurance provision		2 000	2 000			
Subtotal, A	**14 312**	**2 664**	**16 975**	**28**	–	**28**
B. Trust and earmarked funds						
Trust and earmarked funds	–	–	–			
Subtotal, B	–	–	–	–	–	–
C. GEF trust funds						
GEF trust funds						
Subtotal, C						
D. Programme support costs						
Programme support costs	15 287	170	15 457	34	–	34
Subtotal, D	**15 287**	**170**	**15 457**	**34**	–	**34**
E. Regular budget						
Post	1 958	272	2 229	7	1	8
Non-post	56	4	59			
Subtotal, E	**2 013**	**275**	**2 289**	**7**	**1**	**8**
Total (A+B+C+D+E)	**31 612**	**3 109**	**34 721**	**69**	**1**	**70**

Note: Figures may vary slightly owing to rounding off. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature and their levels are subject to change.

Note

The following abbreviations are used in the output tables: ACSAD, Arab Centre for Studies of Arid zones and Drylands; ADB, Asian Development Bank; ADPC, Asian Disaster Preparedness Centre; AfDB, African Development Bank; AGU, Arabian Gulf University; AIT, Asian Institute of Technology; AMCOW, African Ministerial Conference on Water; ASEAN, Association of Southeast Asian Nations; BMU/GIZ, Federal Ministry for the Environment, Nature Conservation and Nuclear Safety, Germany/German Society for International Cooperation; CAF, Development Bank of Latin America; CARICOM, Caribbean Community and Common Market; CATHALAC, Water Centre for the Humid Tropics of Latin America and the Caribbean; CEB, United Nations System Chief Executives Board for Coordination; CEDARE, Centre for Environment and Development for the Arab Region and Europe; CEP, Caribbean Environment Programme; CGIAR, Consultative Group on International Agricultural Research; CIEL, Centre for International Environmental Law; CITES, Convention on International Trade in Endangered Species of Wild Fauna and Flora; COBSEA, Coordinating Body on the Seas of East Asia; COMESA, Common Market for Eastern and Southern Africa; CSIC, Spanish National Research Council; CSIRO, Commonwealth Scientific and Industrial Research Organization; CTCN, Climate Technology Centre and Network; DCPI, Division of Communication and Public Information; DELC, Division of Environmental Law and Conventions; DEPI, Division of Environmental Policy Implementation; DESA, Department of Economic and Social Affairs of the Secretariat; DEWA, Division of Early Warning and Assessment; DFS, Department of Field Support of the Secretariat; DPA, Department of Political Affairs of the Secretariat; DPI, Department of Public information of the Secretariat; DPKO, Department of Peacekeeping Operations of the Secretariat; DSB, Norwegian Directorate for Civil Protection; DTIE, Division of Technology, Industry and Economics; EAC, East African Community; EAD/AGEDI, Environment Agency Abu Dhabi/Abu Dhabi Global Environmental Data Initiative; EC, European Commission; ECA, Economic Commission for Africa; ECE, Economic Commission for Europe; ECLAC, Economic Commission for Latin America and the Caribbean; ECOWAS, Economic Community of West African States; EEA, European Environment Agency; ELI, Environmental Law Institute; EMG, Environment Management Group; EPA, United States Environmental Protection Agency; ESCAP, Economic and Social Commission for Asia and the Pacific; ESCWA, Economic Commission for Western Asia; EUCP, European Union Civil Protection Mechanism; FAO, Food and Agriculture Organization of the United Nations; GCF, Green Climate Fund; GEF, Global Environment Facility; GEO, Group on Earth Observations; GGGI, Global Green Growth Institute; GI-REC Global Initiative for Resource Efficient Cities; GIZ, German Society for International Cooperation; GPA, Global Programme of Action for the Protection of the Marine Environment from Land-based Activities; GRASP, Great Apes Survival Partnership; GRID-Arendal, Global Resource Information Database; GUPES, Global Universities Partnership on Environment for Sustainability; GWP, Global Water Partnership; GWSP, Global Water System Project; ICCA, International Council of Chemical Associations; ICLEI, International Council for Local Environmental Initiatives; ICMM, International Council on Mining and Metals; ICRAF, International Centre for Research in Agroforestry; ICSU, International Council for Science; IESD, Institute of Energy and Sustainable Development; IFAD, International Fund for Agricultural Development; IGBP, International Geosphere-Biosphere Programme; IGES, Institute for Global Environmental Strategies; IIASA, International Institute for Applied System Analysis; IIED, International Institute for Environment and Development; IISD, International Institute for Sustainable Development; ILAC, International Laboratory Accreditation Cooperation; ILO, International Labour Organization; INBO, International Network of Basin Organizations; INECE, International Network for Environmental Compliance and Enforcement; INI, International Nitrogen Initiative; INTERPOL, International Criminal Police Organization; INTOSAI-WGEA, International Organization of Supreme Audit Institutions Working Group on Environmental Auditing; IOC, Intergovernmental Oceanographic Commission; IOMC, Inter-Organization Programme for the Sound Management of Chemicals; IPBES, Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services; IPEN, International POPs Elimination Network; ISDR, International Strategy for Disaster Reduction; ISO, International Organization for Standardization; ITUC, International Trade Union Confederation; IUCN, International Union for Conservation of Nature; IUCN-ELC, IUCN Environmental Law Centre; IUPAC, International Union of Pure and Applied Chemistry; IVM VU, Institute for Environmental Studies, University of Amsterdam, Netherlands; IWA, International Water Association; IWMI, International Water Management Institute; JRC, European Commission Joint Research Centre; KISR, Kuwait Institute for Scientific Research; MAP, Mediterranean Action Plan for the Barcelona Convention; MEP, Ministry of Environmental Protection, China; MSB, Swedish Civil Contingencies Agency; NASA, National Aeronautics and Space Administration, USA; NGOs, non-governmental organizations; NIES, National Institute for Environmental Studies, Japan; NOAA, National Oceanic and Atmospheric Administration, USA; NRDC, Natural Resources Defence Council; OARE, Online Access to Research in the Environment; OCHA, Office for the Coordination of Humanitarian Affairs; OECD, Organization for Economic Cooperation and Development; OHCHR, Office of the United Nations High Commissioner for Human Rights; OSCE, Organization for Security and Cooperation in Europe; PCBs, polychlorinated biphenyls; PEDRR, Partnership for Environment and Disaster Risk Reduction; PEI, Poverty Environment

Institute/Initiative; PEN, Polychlorinated biphenyls Elimination Network; PERSGA, Regional Organization for the Conservation of the Environment of the Red Sea and Gulf of Aden; PwC, PricewaterhouseCoopers; REC, Regional Environmental Centre, Hungary; RECETOX, Research Centre for Toxic Compounds in the Environment; RECP net, Global Network for Resource Efficient and Cleaner Production; REDD-plus, United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries; REGIDESO, Réseau Ressources Naturelles, Régie de distribution d'eau; ROPME, Regional Organization for Protection of the Marine Environment; RSO, Regional support office; SAARC, South Asian Association for Regional Cooperation; SACEP-SASP, South Asia Cooperative Environment Programme-South Asia Seas Programme; SADC, Southern African Development Community; SAICM, Strategic Approach to International Chemicals Management; SARDC, Southern African Research and Documentation Centre; SCOPE, Scientific Committee on Problems of the Environment; SDSN, Future Earth and Sustainable Development Solutions Network; SEI, Stockholm Environment Institute; SETAC, Society for Environmental Toxicology and Chemistry; SGBS, Secretariat for Governing Bodies and Stakeholders; SPREP, South Pacific Regional Environment Programme; STCSM, Science and Technology Commission of Shanghai Municipality; TERI, the Energy and Resources Institute; TNC, the Nature Conservancy; UFZ, Water Research Alliance (Übersicht Wasserforschung in Deutschland); UNCCD, United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa; UNCDF, United Nations Capital Development Fund; UNCG, United Nations Communications Group; UNCTAD, United Nations Conference on Trade and Development; UNDAC, United Nations Disaster Assessment and Coordination; UNDAF, United Nations Development Assistance Framework; UNDG, United Nations Development Group; UNDP, United Nations Development Programme; UNEP-CAR/RCU, UNEP-Caribbean Regional Coordinating Unit; UNEP-DHI Centre for Water and Environment; UNEP EETU, UNEP Environmental Education and Training; UNEP FI, UNEP Finance Initiative; UNEP-IEMP, UNEP-International Ecosystem Management Partnership; UNEP-WCMC, UNEP-World Conservation Monitoring Centre; UNESCO, United Nations Educational, Scientific and Cultural Organization; UNESCO IHP, United Nations Educational, Scientific and Cultural Organization International Hydrological Programme; UNFCCC, United Nations Framework Convention on Climate Change; UNGC, United Nations Global Compact; UN-Habitat, United Nations Human Settlements Programme; UNHCR, Office of the United Nations High Commissioner for Refugees; UNICEF, United Nations Children's Fund; UNIDO, United Nations Industrial Development Organization; UNITAR, United Nations Institute for Training and Research; UN-NGLS, United Nations Non-Governmental Liaison Service; UNODC, United Nations Office on Drugs and Crime; UNOPS, United Nations Office for Project Services; UNSGAB, United Nations Secretary-General's Advisory Board on Water and Sanitation; UNU, United Nations University; UNU-EHS, United Nations University Institute for Environment and Human Security; UN-Women, United Nations Entity for Gender Equality and the Empowerment of Women; UNWTO, United Nations World Tourism Organization; URC, UNEP-Risoe Centre; USDA, United States Department of Agriculture; USGS, United States Geological Survey; WBCSD, World Business Council for Sustainable Development; WBCSD-CSI, World Business Council for Sustainable Development Cement Sustainability Initiative; WHO, World Health Organization; WIOMSA, Western Indian Ocean Marine Science Association; WRC, South African Water Research Commission; WRI, World Resources Institute; WTO, World Trade Organization; WWF, World Wide Fund for Nature.